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December 19, 2008

TO: Supervisor Don Knabe, Chairman
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Supervisor Zev Yaroslavsky
Supervisor Michael D. Antonovich

FROM:

Wendy L. Watanabe
Acting Auditor-Controller

A handwritten signature in cursive script, reading "Wendy L. Watanabe", is written over the printed name and title.

SUBJECT: **CONSULTANT'S REVIEW OF COUNTY COMMISSIONS**

At the request of the Chief Executive Office (CEO) and as part of the May 2007 report to the Board on the new CEO governance structure, we hired a consultant, Arroyo Associates, Inc. (Arroyo), to review 95 County commissions. Arroyo's review included evaluating the commissions' efficiency/effectiveness, the current commission sunset review process and the County's oversight of its commissions, such as member appointments and compensation.

Arroyo's report (attached) includes recommendations to eliminate inactive commissions, change the County's oversight of commissions, and change commission member recruiting and compensation. The CEO is evaluating the consultant's report and will provide your Board its recommendations for further action.

Please call me if you have questions, or your staff can call Jim Schneiderman at (213) 253-0101.

WLW:MMO:JLS:TK
Attachment

c: William T Fujioka, Chief Executive Officer
Department Heads
Public Information Office
Audit Committee

**County of Los Angeles
Commission, Committee and
Board/Authority Review**

FINAL REPORT



November 12, 2008



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The purpose of this chapter is to provide an overview of the review of County of Los Angeles Commissions, Committees, Boards and Authorities (“Commissions”) conducted by our firm.

Background

The County of Los Angeles (“County” or “Los Angeles”) is unique due to its large size and region covered. It is home to 88 incorporated cities, 137 unincorporated communities and 288 special districts. It is the most populous county in the United States. As of January 2007, according to the California State Department of Finance, the County’s population stood at 10,331,939, making the County’s population larger than the individual populations of forty-two states.

The County is governed by the five-member Los Angeles County Board of Supervisors (“Board”), who are elected by the County’s voters. As a legislative authority, the Board can pass ordinances for the unincorporated areas. As a quasi-judicial body, the Board is the final venue of appeal in the local planning process, and holds public hearings on various agenda items.

In order to assist in governance and policy making, there are 201 Commissions that are a part of the County of Los Angeles. These Commissions are created by State or Federal law, County ordinance, the Los Angeles County Local Agency Formation Commission (LAFCO), or by action of the Board. They perform a variety of functions from providing policy recommendations, hearing appeals, overseeing special districts and participating in Joint Powers Authorities. Over the past 20 years, several studies have been done in order to identify opportunities to consolidate existing Commissions, review staffing and/or streamline the process for creating, reviewing and disbanding Commissions. These studies include the 1986-87 *Final Report of the Los Angeles County Grand Jury*, the 1989 report issued by the Los Angeles County Citizens’ Economy and Efficiency Commission (“E&E Commission”) on *Family Services in Los Angeles County Government*, and the E&E Commission’s 1994 report on *A Model Mechanism to Evaluate the Performance & Objectives of Los Angeles County Commissions, Committees & Task Forces*.

In 2007, the County reorganized to be operated by a Chief Executive Officer (CEO). The CEO now has direct supervision over 31 of the 39 departments. The other eight departments -- Assessor, Auditor-Controller, Community Development Commission, County Counsel, District Attorney, Executive Office of the Board, Fire, and Sheriff -- also work closely with the CEO. Previous studies regarding the County’s Commission structure focused on issues related to efficiency, effectiveness and inclusivity. However, due to this recent change in the fundamental structure of the County, it is

necessary to revisit these Commissions to determine their fit into the County's overall governance model and determine if any changes should be made at this time.

Study Scope and Objectives

The scope of this project was to evaluate the current Commissions to determine if there is any redundancy or overlap among the Commissions; whether any Commissions should be merged or disbanded; whether any changes should be made to Commission membership and/or compensation; and the adequacy of the current Commission "sunset" review process.

Contextually, this study was also focused on determining what, if any, changes are needed as a result of the fundamental change in the County's governance structure to a CEO format. Given the relatively short timeframe of this study – seven weeks to conduct the required fieldwork – note that this study was limited to an evaluation of 95 of the 201 Commissions in Los Angeles County. A list of these 95 Commissions is provided in Appendix 1. However, many of the recommendations in this report are applicable to all Commissions within the County.

The objectives of this study were to:

1. Review current Commissions, including missions, membership, compensation, cost of County staff support for the Commissions, how often a Commission meets or has met in the past three years, and accomplishments, and the County's current "sunset" review process.
2. Evaluate the County's current Commissions and make recommendations related to:
 - a. Possible redundancy/overlap among Commissions and whether any Commissions should be eliminated.
 - b. Number of members on each Commission.
 - c. Process for filling vacancies and appointing Commissioners.
 - d. Commissioner compensation.
 - e. Criteria, frequency and process used for Commission "sunset" reviews, including Commissions that currently do not have "sunset" reviews performed.
 - f. Changes needed to align the Commission structure with the new County structure.

Approach & Methodologies

Our study approach used several discrete methodologies that complemented one another and served to support study findings and recommendations. Together, these approaches were designed to meet the study objectives. Below is a brief overview of each approach.

- **One-on-One Interviews.** We interviewed 27 individuals, including staff from the Executive Office of the Board, Commission Services Division, Auditor-Controller's Audit Division, Board's Audit Committee and the Chief Executive Office, as well as a sampling of members of various Commissions and staff from the Commission offices. A list of interviewees and stakeholders contacted is provided in Appendix 2.
- **Telephone Interviews.** For most of the Commissions, we conducted telephone interviews of Commissioners as well as County staff who serve as the primary contact personnel for these Commissions. Over 80 telephone contacts were made using this methodology.
- **Data and Document Review.** This method was the core strategy for data gathering and analysis. The study evaluated attendance records, meeting minutes, fact sheets, reports, brochures, website information, and other documents. In addition, this study reviewed past studies and recommendations on this topic, including the 1986-87 *Final Report of the Los Angeles County Grand Jury*, the 1989 report issued by the E&E Commission on *Family Services in Los Angeles County Government*, and the E&E Commission's 1994 report on *A Model Mechanism to Evaluate the Performance & Objectives of Los Angeles County Commissions, Committees & Task Forces*.
- **Comparative Analysis Surveys.** Through telephone interviews, the study gathered various data and information from other county governments in California regarding organizational and policy/procedural issues related to Commission operations. The study was able to obtain information from eight counties in both Southern and Northern California.

Summary of Key Issues and Findings

Overall, this study found that there is no centralized organization within the County government that has primary responsibility for overseeing and managing Commission activities. As a result, we noted some duplication in mission overlap and Commissions that have been inactive for a number of years; ineffectiveness in several Commissions; inconsistencies in how Commission activities are documented and in the amount Commission members are compensated; the need for a centralized database to ensure

Commission vacancies are timely filled; and the need for mechanisms to evaluate the efficiency and effectiveness of Commission activities. Although we recommend that both the CEO and the Executive Office of the Board take on the responsibility of providing greater oversight of Commissions, this study recommends the CEO have primary responsibility for implementing the recommendations in this report. In addition, although this study was limited to an evaluation of 95 Commissions, the CEO should evaluate the impact of the recommendations on all Commissions.

Exhibit I-1, which follows this chapter, provides a listing of the 28 specific study recommendations. This listing includes page location of each recommendation within the report, assigned staff responsibility within the County for implementation, and suggested task implementation timeframe. In addition to this detailed Action Plan, the following summary reflects the ten key issues identified in this study.

ISSUE #1 – Overlap and Duplication in Children Services

During the study's fieldwork, Commissions related to children's services were often mentioned as advisory bodies that have the most potential for consolidation because of the perceived higher occurrence of overlap and duplication in mission, objectives and activity. A key function of the County's new CEO-driven cluster structure has been on service integration among the County's varied organizations serving children and families, including not only formal Commissions, but also line departments, informal departmental committees and task forces, and various other community and interjurisdictional councils, partnerships and associations that somehow involve the County service delivery system. While there is likely to be overlap and duplication of effort among these various children and family services related bodies, this study did not find opportunities for consolidation among the six Commissions, evaluated within the study's scope of work, that dealt primarily with children related issues.

- Children's Planning Council
- First 5 Los Angeles Commission
- Commission for Children and Families
- Child Support Advisory Board
- Policy Roundtable for Child Care
- Inter-Agency Council on Child Abuse and Neglect (ICAN)

These Commissions are different with respect to organizational structure, membership composition, funding streams, staffing support, and relation to the Board and County departments. Each organization has a distinct purpose, function, and issues addressed, although there may be certain activities in which these bodies engage that overlap. For example, the Commission on Children and Families indicated that it was seeking to become more involved in child death reviews, although the Commission did not have a clear direction and may not recognize the overlap with the efforts of the ICAN.

While this study's findings do not support any merging or elimination of these children-related Commissions, the study underscores the importance of enhanced oversight and increased accountability of these Commissions. By doing so, the example of duplication described above could be avoided. Since the CEO is already deeply involved in efforts to improve service integration and coordination, the CEO could play a significant role in ensuring that duplication is minimized and that actions and decisions do not extend beyond a Commission's stated goals and responsibilities. All six of these children services related Commissions are recommended to fall under the purview of the CEO, as part of the recommended reorganization described below. Assigning these Commissions to the CEO would capitalize upon the CEO's current efforts in integrating and coordinating children and family services and programs across the entire County structure.

ISSUE #2 – Inactive or Merged Commissions

In reviewing attendance records and interviewing Commission contacts, this study found that while most (75 Commissions or 79% of the total) of the 95 Commissions have been active in the past three years, there are 20 (21% of total) Commissions that have been inactive (have not met) in the past three years. While it is appropriate to eliminate Commissions that have been inactive for a significant period of time, there are some inactive Commissions that should remain, because they could be reactivated when needed. These include Commissions that oversee various appeals processes, as well as activities or functions that occur infrequently but are required or could be required at a future time.

Ten of the 20 currently inactive Commissions are recommended to be maintained, while the following ten Commissions are recommended to be removed from the County Committee Book:

- Los Angeles County Task Force on Children and Youth Physical Fitness
- Clean Fuel Program Technical Review Committee
- Interim Planning Agency for the San Fernando Valley Transportation Zone
- Traffic Reduction and Free Flow Interagency Committee
- Los Angeles County Health Facilities Authority Commission
- Interdepartmental Coordination Group
- Los Angeles Solid Waste Authority Commission
- Local Suppression of Drug Abuse in Schools Advisory Committee
- Los Angeles County Hazardous Waste Management Advisory Committee
- License Appeals Board

Within this context, at issue is the fact that the County lacks clear policy and procedures for eliminating inactive Commissions that have met their original intent and are no longer of current or foreseeable use to the County. Hence, in addition to the elimination of the identified Commissions, the report recommends the establishment of clear

policies and procedures that systematically identify inactive Commissions and evaluate and determine whether they should be eliminated or disbanded.

In addition to inactive Commissions, the study found two instances where Commissions with overlapping or duplicative objectives and activities would be better served if they were consolidated. First, the County of Los Angeles has two advisory Commissions – the Area Agency on Aging (“AAA”) Advisory Council and the Los Angeles County Commission on Aging (“LACCOA”) – dedicated to addressing the needs and well-being of older residents. There appears to be a viable case for consolidating these two Commissions, since their primary goals and objectives overlap and their work and activities are often duplicative. A number of citizens are members of both advisory bodies and, occasionally, the two entities work together on the same projects and efforts. Furthermore, most other counties in California do not have more than one advisory body that deals with aging issues. This report recommends merging the AAA and LACCOA into one advisory body.

The second opportunity for consolidation exists with the Commission on Alcoholism and the Dangerous Drugs and Narcotics Commission. The study found that there is overlap or duplication in the mission, efforts and activities of these two advisory bodies. Both Commissions provide advice and oversee the programs and services of the County Alcohol and Drug Program Administration, as well as work and interact with the same Administration staff and management. The groups’ mission and key objectives appear to have significant commonalities, although they focus on different forms of substance abuse. On several occasions and projects, the Commissions have worked together. The merging of the two organizations into one Commission would minimize redundancy and resources, and likely maximize efficiency and collaboration. We also conducted a comparative analysis of other counties in California, and found that, of the eight surveyed counties, six had advisory bodies focused on alcoholism and dangerous drugs. Each of the six counties has a single, advisory body that focuses on both alcoholism and illegal drugs.

ISSUE #3 – Role and Responsibility of Government

Government leadership and management rely on Commissions to provide forums for citizen input and accessibility to the various county government departments, programs and services. The role and responsibility of the County government to the Commissions and their citizen members require clarification and redefining. The County does not afford all Commissions a standard, minimum level of service, including member compensation, administrative oversight and planning, and other resources. The recommended new role and responsibility of the County government should be to maximize the effectiveness and efficiency of these Commissions in providing strategic advice, planning and oversight of County government operations and services. Otherwise, it is not in the best interest of the County and the Commissioners to maintain these Commissions solely for the sake of having them. To maximize the effectiveness and efficiency of these Commissions, the County

government should redefine its role in supporting the work of these Commissions and ensure that there is a minimum, uniform level of service afforded to all Commissions and their members.

While the County Committee Book lists 201 Commissions, the County has sole authority over only a portion of these Commissions. Of the total, 87 Commissions are designated under Chapter 1 (Advisory Committees and Commissions) and Chapter 4 (Miscellaneous Task Forces and Ad Hoc Committees). Chapters 1 and 4 comprise of Commissions in which the County is likely to have full authority. The remaining Commissions are listed in Chapters 2, 3, and 5; these Commissions are Joint Powers Authorities and Non-Profit Corporations, Self-Governing Special Districts, and Multi-Jurisdictional Agencies, which the County is only a member. Since the County has limited authority over more than one-half of its Commissions, the ability of the County to make changes to them is also limited. Hence, recommendations made herein are likely to impact Chapter 1 and Chapter 4 Commissions.

ISSUE #4 – Accountability, Centralization and Consolidation

The current management and organizational structure of the County's Commissions is decentralized and disconnected, with a significant number of entities within the County that have a role in the management and operations of Commissions. Essentially, there is not a centralized organization within the County government that has the primary responsibility of overseeing all Commissions and managing the Commission function. This decentralized approach is inconsistent with the new CEO-driven organizational structure, which was designed to foster service integration, communication and coordination. Rather, the current way in which the Commissions in Los Angeles County are managed results in ineffectiveness and inefficiencies, including a higher propensity for mission and duplication of effort, activity that is outside stated mission and scope. In addition, there is a lack of meaningful outcomes and achievements, overall uniformity of policy and procedures, and access with respect to data and information on Commissions.

This report recommends that the County centralize the responsibility for comprehensive management and oversight of all Commissions, as well as for the centralized collection of all materials associated with Commission operations. This report proposes a new centralized structure with all Commissions "reporting" to and overseen by two entities – the Executive Office of the Board and the CEO. The realigned organization should be responsible for ensuring that Commissions follow uniform policies and procedures, proactively tracking and addressing attendance and vacancy issues, and participating and assisting other entities to measure Commission effectiveness, relevance, and duplication. The County's Commissions would be divided among the CEO and the Executive Office of the Board by the Commissions' primary functions and purposes.

Commissions that provide advice to the Board on primarily policy matters are more appropriate to be assigned to the Executive Office of the Board. Some of these Commissions may also require autonomy from the line departments, as they evaluate the services and operations of these departments. There are also Commissions that exist to oversee various appeals processes; these organizations should also be assigned to the Executive Office of the Board. The role and responsibilities of the Executive Office of the Board would need to be expanded, given that the Executive Office of the Board currently provides mostly clerical and administrative support to the Commissions under its purview. Therefore, additional resources and staff training would be required to align the skills set and structure of the Executive Office of the Board with the expanded functions and responsibilities recommended in this report.

On the other hand, Commissions whose advice and input primarily impact the operations and administration of County line departments and their services and programs should be assigned to the CEO. Having the CEO serve as the oversight body to these operational and administrative Commissions would build upon the new County organizational structure, which assigns the CEO with the primary responsibility to encourage and increase service accountability and integration among the County's various departments and agencies. Although our recommendations provide both the CEO and the Executive Office of the Board with expanded responsibilities for the effectiveness of Commissions, this study recommends the CEO assume primary responsibility for implementing the recommendations in this report, and evaluate the impact of the recommendations on all Commissions.

When considering all the County's 201 Commissions, the number of Commissions to be assigned to the two entities would depend not only on the Commissions' operational or policy designation, but also on the Commission type as defined in the County Committee Book. Since the County has limited authority in more than one-half of the 201 Commissions, this may limit the number of Commissions that would necessitate oversight from the CEO or the Executive Office of the Board. If we were to assign only the Commissions reviewed (85 if the ten inactive Commissions identified in this report are to be removed from the list) to either the CEO or the Executive Office of the Board, a total of 48 administrative/operational Commissions would be assigned to the CEO, while 37 appeals and policy-related Commissions would be assigned to the Executive Office of the Board. We recommend that both the CEO and Executive Office of the Board be tasked with evaluating the remaining Commissions and determine to whom they should be assigned for oversight and support.

ISSUE #5 – Recruitment and Vacancy

Currently, the Executive Office of the Board's Commission Services Division ("CSD") processes all Commission appointments made by the Board and maintains fact sheets and rosters for all the County's Commissions. The CSD reports that there are, as of April 2008, a total of 93 vacancies among the Commissions in the Committee Book. The CSD regularly notifies each member of the Board on his or her current Commission

vacancies. Filling Commission vacancies is at the discretion of each Supervisor. While the data does not suggest extensive quorum and other related problems caused by vacancy rates, allowing vacancies to exist for extended periods of time can create difficulties for the full functioning of impacted Commissions. Furthermore, these problems resulting from long-standing vacancies can be a disservice to sitting volunteer Commissioners.

If the County desires to place more importance and provide enhanced service to Commissions and their members, then it should emphasize the importance of filling vacancies promptly, regardless of the Commission. To do so, the County should provide more public access (particularly online) to information regarding existing vacancies, requirements and expectations for candidates, and application procedures for potential candidates. Furthermore, there needs to be a commitment of the County to filling these vacancies in a timely manner, rather than allowing vacancies to remain for long periods of time. This would necessitate better oversight and data collection, including maintaining a centralized database of candidates available for membership nomination. These changes require the Executive Office of the Board and CEO to assume a greater role in assisting the Board in identifying and processing viable candidates.

ISSUE #6 – Member Compensation

Another key recommendation is to establish policy and standardization with respect to the amount of member or Commissioner compensation, as well as when compensation is assigned. More than half of the Commissions under review do not provide compensation for their members. The comparative analysis shows that this is not unique to Los Angeles County, as other counties do not typically provide compensation for Commission members. The amounts of compensation and the maximum limits on compensation appear to have been established at the time of the creation of the Commission, rather than based on any set policy or criteria. There does not appear to be a systematic process to review the adequacy of compensation amounts and established maximum numbers of compensated meetings.

The differences between Commissions can be great, including level of Commissioner time and effort required, and the complexity and profile of issues addressed. For these reasons, there should be flexibility allowed to the Board in determining the amount of compensation for each Commission. However, since advisory Commissions attract citizen volunteers who seek to serve the public good, any compensation should be nominal and enough to cover common expenses. The report recommends a standardized, minimum amount of compensation – such as \$50 per meeting – for every member of a Commission. This amount should be able to cover most of the costs expended by the citizen for his/her participation in the Commission. Commission compensation is not intended to add to a member's income or, in other words, compensation should not be viewed and treated as payment for service.

Providing compensation to each Commissioner – especially members of the public – acknowledges the associated costs of participation. Providing compensation to each Commissioner – especially members of the public – acknowledges the associated costs of participation in County Commissions, particularly given the geographic size of the County and the rising costs of transportation. Furthermore, providing Commissioner compensation may assist the County in recruiting a volunteer base that is more representative of its population and geography. Participation on a Commission may present a financial and/or geographical barrier for County citizens. The distances between the outskirts of the County and downtown Los Angeles, where many meetings are held, are extensive (i.e., the furthest city from the County headquarters is more than 70 miles away). Distance and the cost of travel could discourage citizens from volunteering on a Commission. Providing compensation could lessen the associated cost of participation to citizens, and encourage a more diverse representation of the County's population.

If a minimum compensation amount were to be implemented, the overall cost of Commission compensation is minimal relative to the County's budget. For the 95 Commissions reviewed in this study, we estimated a current total cost of compensation of approximately \$480,000 per year, based on a number of assumptions. These assumptions include: attendance level is 100%, vacancy level is 0%, number of meetings held for each Commission is as listed in the Committee Book, no other compensation (i.e., transportation reimbursements) is provided, and no compensation for those Commissions in which their Fact Sheets indicate that compensation were "to be determined" at a later time.

If the proposed \$50 per meeting standard were to be implemented (existing compensation levels above \$50 per meeting would be maintained while those below \$50 per meeting or are unknown would be increased to or set at that amount), the annual cost of Commission compensation would be approximately \$1 million, more than double the estimated current cost. With attendance levels averaging less than 100%, the actual cost of a \$50 minimum compensation policy would likely be less than this total estimate.

The report also recommends the development of standardized policy and procedures to more effectively and objectively process requests for modifications to a Commission's compensation level. The report recommends that any compensation modification request should only be included during the Commission's annual self-evaluation report. A report with such a request would first be reviewed by the Executive Office of the Board or the CEO for consistency with policy and then delivered to the Board's Audit Committee, which would ultimately evaluate any compensation request and make a recommendation to the Board. For the Commissions that do not submit sunset or annual self-evaluation reports, these Commissions can submit compensation change requests to their responsible Departments, which would in turn direct the request to the Board for approval, after reviewing and providing input on the request.

ISSUE #7 – Commission Attendance

When the study attempted to evaluate the attendance of these Commissions, the study team was confronted with several obstacles. First, there was no standardized attendance sheets and process to record attendance and absences. Each Commission had its own format and process for recording the information. Some Commissions had attendance sheets separate of the meeting minutes, while others did not maintain distinct attendance sheets. Processes for tabulating excused and unexcused absences also varied. In line with the need for more standardization and consolidation, this report recommends the establishment of a standard policy and procedure to provide direction to support staff on the recording of meeting attendance and absences. A standardized attendance form should also be developed to reflect this new policy and procedure, and made readily available to all Commissions. Standardization of this process would assist the entity that is responsible for reviewing the performance of these Commissions.

In addition, one key issue that relates to attendance, absences and vacancy is the County's lack of a clearly defined and enforced attendance policy. Many Commissions do not record excused and unexcused absences. The County should standardize and enforce across the board the policy that stipulates (as codified in section 5.12.050 (F)(1) of the County Code) that any Commissioner who misses three consecutive, unexcused meetings would be subsequently dismissed from membership, and the position would be declared vacant. In addition to this policy, there should be established criteria for what constitutes excused absences as opposed to unexcused absences.

ISSUE #8 – Sunset Review

Generally, the current sunset review process is effective in that it evaluates the appropriate factors regarding a Commission, such as mission agreement, ongoing relevancy, meetings held and attendance, accomplishments and results, objectives and resources utilized. However, the current sunset review process is limited in that it applies to only a select group of Commissions, of which it is unclear how they were assigned with sunset dates and other Commissions were not. The current process is also hampered by the fact that these sunset reviews are conducted every four or five years, without any review or evaluation in between, making it difficult to measure effectiveness and ongoing relevancy.

Sunset dates and reviews are required of primarily Commissions in Chapters 1 and 4; however, not all of such Commissions actually undergo a sunset review or any kind of objective evaluation to ensure that they are meeting their stated goals and objectives, and that they are not overlapping their activities with those of other similar Commissions. In total, there are 87 Commissions in the County that fall within Chapters 1 and 4. The scope of this study covers 74 of these 87 Chapters 1 and 4 Commissions. However, only 42 of the Commissions reviewed for this study have sunset dates and subjected to sunset reviews. This study could not find stated criteria

or policy that determines which Commissions are or should be assigned with sunset dates, or subjected to sunset reviews. Of the 95 Commissions (minus the ten Commissions recommended to be discontinued) assessed in this study, there are 64 Chapter 1 Commissions and three Chapter 4 Commissions.

This report recommends that all Commissions under Chapters 1 and 4 be subjected to sunset reviews. These Commissions could be reviewed every four or five years on a staggered basis, so as to minimize the required resources to conduct them. This approach would maintain the existing sunset review timeframe, but the review process would be augmented by annual evaluation reports to be submitted by the Commissions to either the CEO or the Executive Office of the Board. The annual reports are discussed further in Issue #9.

Additional resources should be made available to the Auditor-Controller Department to ensure that these additional evaluations are conducted, either internally or externally by a contract auditor. Maintaining the responsibility with the Auditor-Controller would continue the 1994 Citizens' Commission on Economy and Efficiency study's recommendation for an objective, independent evaluation. However, it appears that Los Angeles County is the only county government among the comparison group that utilizes the Auditor-Controller to conduct sunset reviews of the Commissions.

ISSUE #9 – Measuring Effectiveness

One of the key issues raised during this study is the difficulty of measuring a Commission's effectiveness and relevancy. While some Commissions establish annual goals and objectives, and strive to meet them during the year, most Commissions do not undergo a process to identify annual measurable objectives. Without a baseline to measure against, it is difficult to evaluate the effectiveness of these Commissions. Interviewing several County staff and Commissioners, and evaluating the fact sheets, meeting minutes, attendance records and sunset reviews, if applicable, that describe the Commissions' accomplishments within the past three to five years are not sufficient to gauge the effectiveness of these Commissions. The lack of measureable objectives to measure against, coupled with the constrained timeframe of this study, made it difficult to determine whether a Commission is effective or brings added value. Hence, for the majority of the Commissions, it would not be appropriate at this time to make a Commission accountable for its past actions or inaction when accountability was rarely demanded of most Commissions. However, the report did identify 4 Commissions that could be disbanded because they were found to be ineffective, and no longer of current or foreseeable use to the County. These Commissions are:

- Board of Governors of the County Arboreta and Botanic Gardens
- Los Angeles County Task Force on Nutrition
- Risk Management Advisory Committee
- Treasury Oversight Committee

As mentioned earlier, the sunset review process can be made more effective and efficient if Commissions are required to submit self-evaluation reports on an annual basis rather than when triggered by the sunset date. This report recommends that Commissions in Chapters 1 and 4 (a total of 87 throughout the County) submit reports at the end of the year to the CEO or Executive Office of the Board (depending on the Commission's function) demonstrating how and whether its activities for the year have allowed it to achieve its stated mission and objectives. Information on vacancy and attendance should be submitted, as well as expected goals and objectives for the coming year. This process would force Commissions to become more accountable, to engage in strategic planning, and to develop measures to demonstrate the effectiveness of their activities in meeting stated goals and objectives. Annual reports could also be submitted by Commissions from other Chapters if deemed necessary from them to ensure accountability, effectiveness and integration.

The dedicated Commission support staff in the CEO and Executive Office of the Board would work to ensure that the Commission's activities relate to its mission and vision. By the time a scheduled sunset review is to be conducted, the Commission would have detailed reports and supporting documents to provide to the Auditor-Controller staff that would document its objectives and activities since its last sunset review. Requiring Commissions to submit annual evaluation reports would likely decrease the amount of time needed to conduct the sunset reviews by their sunset dates and, more importantly, provide an effective process to increase Commission accountability and to measure Commission effectiveness. Lastly, the recommended process of enhanced review and oversight allows for changes, modifications and deletions to be implemented more quickly and, thereby, increases overall effectiveness and efficiency of the Commission function.

ISSUE #10 – Commission Mission Modification

Often times, Commissions were created many years ago, and their originally stated mission statements and objectives have become obsolete. For example, the Labor Management Advisory Committee on Productivity Enhancement ("LACMAC") has been involved in activities that are different from its original mission and objectives. Because of LACMAC's gradual transformation, the report found that LACMAC has not been involved in work that fits within its original mission and purpose. However, in its current role and structure, the Committee fulfills a valuable function.

Therefore, to address Commissions, such as LACMAC, that may not be fulfilling its original purpose and objectives, yet are serving a new but important function within the County, this report recommends establishing a more apparent and systematic request and review process for Commissions that seek to revise their stated missions and objectives. A possible policy change could be to allow Commissions to make such a request in its sunset or annual self-evaluation report. For a Commission that does not submit a sunset or annual self-evaluation report, the Commission can submit the

request to its responsible Department (either the CEO or Executive Office of the Board), which would in turn direct the request to the Board for approval, after reviewing and providing input on the request. A review of this request should consider and weigh whether the Commission with this new purpose provides any value and benefit to the County and its residents, and ultimately make a recommendation to the Board to revise the Commission's duties and objectives or to sunset and disband the Commission.

Conclusion

These recommendations, along with the rest of the report's recommendations, are aligned with the crux of this report, which essentially proposes a systematic realignment that encourages policy and procedural consolidation and standardization, as well as expanded oversight and management of the County's Commissions. The ultimate outcome of this report's recommendations is to maximize the effectiveness, efficiency and accountability of these Commissions and the County government entities that are responsible for simultaneously administering Commission work and benefiting from the input and advice they provide.

County of Los Angeles
Commission, Committee, and Board/Authority Review
Summary of Recommendations

#	Recommendation	Page	Assigned Responsibility	Anticipated Costs and Benefits	Task Implementation Timeframe
1	Redefine the role and responsibility of the County government to the Commissions, and establish a minimum and uniform level of service to all Commissions and their members.	18	Executive Office of the Board and Chief Executive Office, in coordination with the Board of Supervisors	Cost: Staff time to meet, discuss and define criteria. Benefit: Clarification of roles and responsibility, and improved service level to Commissions.	3 months
2	Define the criteria for what constitutes as a commission, board, committee, or council.	21	Executive Office of the Board, Chief Executive Office, and Board of Supervisors	Cost: Staff time to meet, discuss, and define criteria. Benefit: Establishment of standard policies and procedures available for easy reference for all staff and Board offices.	3 months
3	Assign staffing and other resources to effectively centralize comprehensive administration, management and oversight of all Commissions under the Chief Executive Office and Executive Office of the Board.	32	Board of Supervisors	Cost: Staff time to organize assignments. Future staff time to administer, manage, and oversee Commissions. Benefit: Improved coordination, overall management and oversight of Commissions.	6 months
4	Assign appeals- and policy-oriented Commissions to the Executive Office of the Board, and operations- and administrative-related Commissions to the Chief Executive Office.	32	Board of Supervisors	Cost: Staff time to organize assignments. Benefit: Improved coordination, overall management and oversight of Commissions.	6 months
5	Assign to the CEO the primary responsibility for developing and leading a plan to implement the recommendations in this report, and to evaluate the impact of these recommendations on all Commissions in the County.	33	Board of Supervisors	Cost: Additional staff time and resources to assume new responsibilities. Benefit: Development of an implementation plan, and clear roles and responsibilities.	3 months

County of Los Angeles
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Summary of Recommendations

#	Recommendation	Page	Assigned Responsibility	Anticipated Costs and Benefits	Task Implementation Timeframe
6	Assign to the CEO and Executive Office of the Board the task of evaluating the remaining Commissions and determine to whom they should be assigned for oversight and support.	33	Board of Supervisors	Cost: Additional staff time and resources to assume new tasks and responsibilities. Benefit: Development of clear roles and responsibilities.	3 months
7	Develop policy that requires all new Commissioners attend the New Commissioner Orientation within the first year of his/her term.	35	Board of Supervisors	Cost: Staff time to organize and conduct New Commissioner Orientation Benefit: Improved Commissioner expectations, knowledge and participation in Commission activities.	6 months
8	Develop a consolidated County webpage with all necessary Commission-related forms, materials, data and information.	36	Executive Office of the Board	Cost: Staff time to develop and maintain County webpage. Benefit: Improved internal and public access to, and knowledge of Commission functions and responsibilities.	6 months
9	Incorporate a training component into the New Commissioner Orientation on the County's emphasis on service integration and coordination, as well as the desire for more accountability and demonstrated effectiveness.	36	Chief Executive Office and Executive Office of the Board	Cost: Staff time to organize and conduct training component. Benefit: Greater accountability and attention to strategic goal setting and execution.	6 months
10	Establish policy that requires a Commission vacancy to be filled within one year from the date it becomes officially vacant.	36	Board of Supervisors	Cost: Staff time to develop and enforce policy. Benefit: Decreased number and length of vacancies. Improved quorum and attendance trends.	6 months

County of Los Angeles
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Summary of Recommendations

#	Recommendation	Page	Assigned Responsibility	Anticipated Costs and Benefits	Task Implementation Timeframe
11	Establish policy that requires the Executive Office of the Board to post vacancies online and provide instruction to potential or interested candidates on application policy and procedures.	36	Board of Supervisors	Cost: Staff time to update, develop and maintain County webpage. Benefit: Improved internal access to, and knowledge of open positions. Decreased number and length of vacancies.	3 months
12	Using an application process, establish a centralized database of candidates available for membership nomination.	37	Executive Office of the Board	Cost: Staff time to develop and process applications. Create and maintain database. Benefit: Decreased number and length of vacancies. Increased efficiency in identifying potential Commission members.	6 months
13	Develop a policy that provides for a standard minimum compensation for all Commission members.	39	Board of Supervisors	Cost: Staff time to develop and implement compensation policy. Financial costs of compensating Commissioners. Benefit: Increased attendance results in improved quorum trends that allows for more frequent Commission actions. Uniformity of policies and procedures contributes to increased efficiency and transparency.	6 months
14	Develop a policy in which any request for a change in a Commission's compensation should be addressed in the annual self-evaluation report, and would be reviewed and evaluated by the Audit Committee.	39	Executive Office of the Board, Chief Executive Office, and Board of Supervisors	Cost: Staff time review and generate recommendations. Benefit: Standardization of procedures results in increased efficiency and transparency.	6 months

County of Los Angeles
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Summary of Recommendations

#	Recommendation	Page	Assigned Responsibility	Anticipated Costs and Benefits	Task Implementation Timeframe
15	For Commissions that include a monthly maximum of compensated meetings, the County should convert this maximum to an annual basis.	39	Board of Supervisors	Cost: Staff time to transfer methodology used for measuring maximum compensation levels. Benefit: Standardization of procedures results in increased efficiency and transparency.	3 months
16	Establish a standard policy and procedure for the recording of meeting attendance and absences, as well as develop a standardized form that reflects this new policy and procedure.	42	Executive Office of the Board, Chief Executive Office, and Board of Supervisors	Cost: Staff time to develop policy and procedure and template. Benefit: Uniformity of policies and procedures contribute to increased efficiency and transparency. Improved record keeping for data analysis purposes.	6 months
17	Implement or enforce the existing attendance policy that removes a Commissioner after three consecutive unexcused absences and automatically declares the position vacant.	42	Board of Supervisors	Cost: Staff time to develop and enforce policy. Benefit: Increased attendance results in improved quorum trends that allows for more frequent Commission actions. Uniformity of policies and procedures contributes to increased efficiency and transparency.	6 months
18	Establish clear policies and procedures surrounding the assignment of sunset dates, and the conducting of sunset reviews and/or similar scheduled audits.	45	Board of Supervisors	Cost: Staff time to establish policies and procedures. Future staff time to conduct sunset and/or similar scheduled audits. Benefit: Standardization of procedures results in increased efficiency and transparency. Improved record keeping for data analysis purposes.	6 months

County of Los Angeles
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Summary of Recommendations

#	Recommendation	Page	Assigned Responsibility	Anticipated Costs and Benefits	Task Implementation Timeframe
19	Implement a program to conduct a sunset review or similar audit for one-fourth or one-fifth of all Chapters 1 and 4 Commissions each year; and ensure appropriate resources are available to the departments assigned to conduct the reviews.	45	Board of Supervisors	Cost: Staff time to create and conduct sunset and/or similar audits. Benefit: Standardization of procedures results in increased efficiency and transparency. Improved record keeping for data analysis purposes.	12 months
20	Consider providing resources for contracted auditing services to assist the Auditor-Controller Department in the conducting of sunset reviews of more Commissions.	45	Auditor-Controller Department	Cost: Financial resources to hire outside auditors to conduct sunset and/or similar audits. Benefit: Additional Commissions are audited regularly. Increased efficiency and transparency.	12 months
21	Develop a process in which Commissions annually provide to a centralized entity self evaluation reports that describe and demonstrate how their activities helped them achieve their stated mission, and delineate measurable objectives for the upcoming year..	46	Executive Office of the Board and Chief Executive Office	Cost: Staff time to develop and enforce process and generate template form or guidelines. Benefit: Standardization of procedures results in increased efficiency and transparency. Increased goal setting and execution and utilization of available resources. Improved record keeping for data analysis purposes.	6 months
22	Eliminate inactive Commissions that have served their intended purposes and are now without any foreseeable use or purpose to the County.	48	Board of Supervisors	Cost: Staff time to eliminate Commissions. Benefit: Decreased consumption of resources and increased accuracy of County Commission activity.	3 months

County of Los Angeles
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Summary of Recommendations

#	Recommendation	Page	Assigned Responsibility	Anticipated Costs and Benefits	Task Implementation Timeframe
23	Establish policies and procedures that identify inactive Commissions and evaluate and determine whether they should be eliminated or disbanded.	50	Board of Supervisors	Cost: Staff time to establish policies and procedures. Future staff time to evaluate Commissions. Benefit: Decreased consumption of resources for eliminated Commissions and increased accuracy of County Commission activity.	6 months
24	Determine whether Commission factsheets accurately reflect County ordinances and board orders.	51	Executive Office of the Board and Chief Executive Office	Cost: Staff time to conduct evaluation. Benefit: Increased likelihood that commission activities are synchronized with stated mission and objectives.	6 months
25	Develop clear policy and process for the review of requests for modifying stated Commission duties, goals and objectives.	51	Board of Supervisors	Cost: Staff time to establish policies and procedures. Future staff time to evaluate Commissions. Benefit: Increased accuracy of County Commission activity, and improved accountability.	6 months
26	Consider merging the Commission on Aging and the Area Agency on Aging Advisory Council into one advisory Commission.	55	Board of Supervisors	Cost: Staff time to consider merger and to establish new guidelines for Commission. Benefit: Decreased consumption of resources. Increased Commission effectiveness and efficiency.	6 months

County of Los Angeles
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Summary of Recommendations

#	Recommendation	Page	Assigned Responsibility	Anticipated Costs and Benefits	Task Implementation Timeframe
27	Consider merging the Commission on Alcoholism with the Narcotics and Dangerous Drugs Commission.	57	Board of Supervisors	Cost: Staff time to consider merger and to establish new guidelines for Commission. Benefit: Decreased consumption of resources. Increased Commission effectiveness and efficiency.	6 months
28	Discontinue the 4 Commissions identified in the report.	58	Chief Executive Office and Executive Office of the Board	Cost: Staff time to review the identified Commissions, and take necessary steps to disband, if necessary. Benefit: Increased Commission accountability, effectiveness and efficiency.	12 months

II. COMMISSION PURPOSE AND COMPOSITION

This chapter explores the role and responsibility of Commissions in the County of Los Angeles, and provides an overview of the Commissions and other advisory organizations evaluated in this study.

Role and Responsibility

Since its first meeting in 1852, the Board has encouraged citizen involvement and expertise to assist the Board in serving the community. However, Los Angeles County's geographic size and social, economic and demographic diversity pose unique and significant challenges for the County in effectively encouraging and maintaining citizen and community participation. Because of these factors, the County's Commissions play a critical role and responsibility in the operations of the local County government. These Commissions are inextricably linked to County government's ability to effectively provide programs and services to its constituents.

Citizen advisory bodies provide forums for citizen input and accessibility to the various county government departments, programs and services. Government leadership and management rely on these groups to advise them on a wide range of issues affecting their constituents and customers, and to assure they are responsive to community and customer needs. Furthermore, the citizens who participate in these Commissions are contributing their valuable time and energy in order to assist the County government; many of whom receive no or nominal compensation.

FINDING #1: *While stakeholders – both internal and external to the County government – acknowledge the critical role and responsibility of Commissions in the operations of the local government, the County does not afford all Commissions a standard, minimum level of service (member compensation, administrative oversight and planning, and other resources).*

The role and responsibility of the County government to the Commissions and their citizen members require clarification and redefining. Although it is important to acknowledge the differences between Commissions and the various levels of resources and importance afforded to them, there are currently no standardized minimum levels of service and resources provided to all Commissions.

RECOMMENDATION #1: Redefine the role and responsibility of the County government to the Commissions, and establish a minimum and uniform level of service to all Commissions and their members.

The study acknowledges that certain Commissions are charged with a higher level of responsibility and are provided with greater staff support. Other Commissions require

their members to commit more time. Some are quasi-departments, each with its own staffing and operating budget. However, these differences should not overshadow the need for the County to ensure that all Commissions are effective in meeting their stated goals and objectives. Certain Commissions undergo effective strategic planning and, therefore, have clearly defined goals and objectives, while others are charged simply with the task to “advise” the Board without much direction and planning. While most Commissions do not provide compensation for their members, there does not appear to be any criteria for why some Commissions offer compensation of up to \$150 per meeting to their members.

The new role and responsibility of the County government should be to maximize the effectiveness and efficiency of these Commissions in providing strategic advice, planning and oversight of County government operations and services. Otherwise, it is not in the best interest of the County and the Commissioners to maintain these Commissions solely for the sake of having them. To maximize the effectiveness and efficiency of these Commissions, the County government should redefine its role in supporting the work of these Commissions and ensure that there is a minimum, uniform level of service afforded to all Commissions and their members. This minimum level of service should include the following components (to be discussed later in this report):

- Uniform standards, policies and procedures
- Centralized administrative and management oversight
- Standardized training opportunities
- Minimum compensation for meetings attended
- Standardized and regularly scheduled evaluations

Commission Composition

Number of Commissions

Los Angeles County’s Commissions are highly diverse in their stated missions and purposes, issues addressed, authorizations, memberships, dedicated resources, and involvement of County leaders and staff. Today, the County has 201 Commissions listed in the County Committee Book, which categorizes them in five chapters:

1. Advisory Committees and Commissions
2. Joint Powers Authorities and Non-Profit Corporations
3. Self-Governing Special Districts
4. Miscellaneous Task Forces and Ad Hoc Committees
5. Multi-Jurisdictional Agencies

In addition, there are two other Commissions – the Area Agency on Aging Advisory Council and the Domestic Violence Council – that are not included in the County Committee Book. There are also a significant number of other ad-hoc task forces and committees that are formed by line departments and involve citizen input. These

entities are not included in the County Committee Book and are outside the scope of this study. In a comparison with eight other California counties, Los Angeles County has the second highest number of Commissions, as shown in Table 1 below.

County	Population*	Count
Los Angeles	10,331,939	201
San Bernardino	2,028,013	250
Riverside	2,031,625	130
San Diego	3,098,269	114
San Francisco	808,844	100
Orange	3,098,121	95
Sacramento	1,406,804	80
Santa Barbara	424,425	80
Ventura	825,512	63

**Source: California Department of Finance, Jan. 1, 2007*

Table 1.
County Comparison

However, when compared to the other counties on a per capita basis, Los Angeles County actually has the fewest Commissions. The County has one Commission for approximately every 51,000 residents, while the average for the eight counties is one Commission for every 15,000 residents. This comparison should not be used to support additional Commissions in Los Angeles County, but should rather suggest that the County's inventory of Commissions is manageable, and can be more effective and effectively overseen and administrated.

As mentioned in Chapter I of this report, the scope of this review is limited to an evaluation of 95 Commissions, which represent slightly less than one-half of all County Commissions. As shown in Table 2 below, this study evaluates mostly Advisory Committees and Commissions. The review does not evaluate the Self-Governing Special Districts included in Chapter 3 of the County Committee Book, but includes four Commissions that are not part of the County Committee Book.

Type	Committee Book Chapter	Count
Advisory Committees and Commissions	1	69
Joint Powers Authorities and Non-Profit Corporations	2	4
Miscellaneous Task Forces and Ad Hoc Committees	4	4
Multi-Jurisdictional Agencies	5	14
Other		4
Total		95

Table 2.
Types of Commission Reviewed

FINDING #2: *The County does not appear to have clear definition or criteria to distinguish between Commissions, Boards, Councils and Committees.*

RECOMMENDATION #2: Define the criteria for what constitutes as a commission, board, committee, or council.

In analyzing the 95 Commissions, clear definitions or criteria – such as membership, role of citizens, enabling authorities, and/or purpose and objectives – to distinguish between Commissions, Boards, Councils and Committees were not found. These terms appear to be used interchangeably as names for these organizations. Providing language that distinguishes these terms would assist in better management.

Enabling Authority

As mentioned earlier in the report, Commissions are created through a variety of avenues. Some were established because of State or Federal law or codes, or by the LAFCO. Other Commissions were created by simple action of the Board, by County ordinance, and/or by County Code. As shown in Table 3, the authority of most Commissions has been codified in County Code. In fact, 40% of the 95 Commissions are authorized by County Code.

Enabling Authority	Commission Count	% of Total
County Code	38	40%
Board Motion	21	22%
State Code	16	17%
Ordinance	11	12%
Joint Powers	3	3%
Federal Law	2	2%
Non-Profit	2	2%
Unknown	2	2%
Total	95	100%

Table 3.
Enabling Authorities

In addition to Commissions authorized by County Code, there is also a significant number of Commissions that were created by Board Motion only. These Commissions comprise 22% of the total entities considered in this study. There are also 18 Commissions that were established because of a State or Federal law or code. While most of these state- and federally-mandated Commissions were required to receive outside funding or to encourage greater local emphasis on certain issues, there are State codes that only suggested (not required) the County to create advisory Commissions. Having a better understanding of the enabling authorities of these Commissions is critical in considering any type of modification to them, such as elimination, merging or changing the mission and objectives.

Subject/Service Area

Table 4 below shows the subject or service areas of the 95 Commissions that were reviewed for this study. Many of the Commissions reviewed dealt with issues and services surrounding community and economic development, such as small business, housing, real estate, and building and construction. In equal numbers are Commissions that deal with public works issues, such as water, landfill, solid waste, street naming, and waste management. Commissions that address various social issues and concerns

– such as health services, human services, children services, aging and disabilities – as a whole comprise the bulk of the Commissions under this review.

Subject/Service Area	Count	% of Total	Subject/Service Area	Count	% of Total
Community & Economic Development	11	12%	Finance & Economy	4	4%
Public Works	11	12%	Aging & Elderly	2	2%
Labor & Government	10	11%	Disabilities	2	2%
Health	9	9%	Environment	2	2%
Public Safety	9	9%	Family Services	2	2%
Transportation	8	8%	Harbor	2	2%
Arts, Parks and Recreation	7	7%	Insurance	2	2%
Human Services	7	7%	Education	1	1%
Children Services	6	6%	Total	95	100%

Table 4.
Commission
Subject/Service Areas

Social and health issues, and the services provided to address them are often more interrelated. Hence, Commissions that address these issues and evaluate the County's associated services require a higher level of oversight to maximize their effectiveness and efficiency, and minimize their potential for overlap and duplication. This underscores the need for some level of centralized oversight and management, as well as service coordination and integration.

Commission Function

In addition to the differences in membership composition and issues of concern among these Commissions, their functions and the relationships to the County government are also different. Some Commissions have a direct impact on the

Function	No. of Commissions	% of Total
Appeals	8	8%
Policy	37	40%
Operations/Administrative	50	52%

Table 5.
Commission Functions

operations and administration of County line departments and their services and programs. Other Commissions provide advice directly to the Board on mostly policy matters and may require autonomy from the line departments. A few Commissions exist to oversee various appeals processes. While the study acknowledges that some Commissions have combined policy and operations/administrative functions, we utilize this functional distinction to further disaggregate the 95 Commissions under review as shown in Table 5, in order to provide a starting point for the recommended reorganization and realignment discussed in the following chapter.

Staffing Support

The staff support provided to Commissions by County personnel varies considerably. Most of the Commissions receive nominal staff support from affiliated line

departments. These departments assign staff members to serve as their departmental lead contacts and to provide administrative support (such as the recording of minutes and attendance). Since Commission administrative support is often one of various tasks assigned to departmental personnel, actual staffing resources and other costs associated with Commission operations are not easily determined and gauged.

Other Commissions are provided such administrative support by the Executive Office of the Board's Commission Services Division, which has a staff of 16 FTEs (described in more detail in the next chapter of this report). Eight semi-autonomous Commissions are housed under the Executive Office of the Board, each with its own executive lead staff and staff members. Three Commissions are quasi-departments with their own staffs who manage and operate their own services and programs. In total, of the 95 Commissions under review, twelve (12) Commissions have their own dedicated staff, as shown below in Table 6:

Commission	Associated County Department	Type of Staff / Staff Level
Commission for Children and Families	Executive Office of the Board	Executive Director & 2 Staff Members
Commission on HIV	Executive Office of the Board	Executive Director & 9 Staff Members
Countywide Criminal Justice Coordination Committee (CCJCC)	Executive Office of the Board	Executive Director & 4 Staff Members
Domestic Violence Council	Executive Office of the Board	Executive Director & 1 Staff Member
Los Angeles County Citizens' Economy and Efficiency Commission	Executive Office of the Board	Executive Director & 1 Staff Member
Quality and Productivity Commission*	Chief Executive Office	Executive Director & 2 Staff Members
Emergency Preparedness Commission for the County and Cities of Los Angeles*	None	Executive Director & undetermined staff
Los Angeles City-County Native American Indian Commission*	None	Executive Director & undetermined staff
Los Angeles County Children's Planning Council*	None	President & CEO & 29 Staff Members
First 5 L.A. Commission*	Quasi-Department	Executive Director & undetermined staff
Commission on Human Relations	Quasi-Department / Chief Executive Office	Executive Director & 23 Staff Members
Los Angeles County Arts Commission*	Quasi-Department / Executive Office of the Board	Executive Director & 19 Staff Members

* Staff levels based on self-reporting during interviews or data was unavailable. Staff levels of the other Commissions are based on adopted budget FY 2007-08.

Table 6.
Commissions with Dedicated Staffs

Commissions with County Membership

In order to better understand the critical differences among the Commissions, it is important to disaggregate the data and information about these Commissions. One distinguishing characteristic of these Commissions is the involvement of staff and representatives of the County government as members. Some Commissions are inter-departmental, consisting only of County department representatives. Some Commissions are inter-jurisdictional, with County staff serving as members and representing the County of Los Angeles. And other Commissions consist of both citizens and County government representatives serving together. There are few Commissions in which the membership consists of the five County Supervisors. In total, as shown Table 7, there are 24 Commissions with County representatives serving as members:

Commission	County Government Membership
Policy Roundtable for Child Care	Council is inter-jurisdictional, and contains private and organizational members. One representative each from the Dept. of Public Social Services, Dept. of Children and Family Services, CEO, and Dept. of Parks and Recreation.
Labor Management Advisory Committee on Productivity Enhancement	Staff driven committee consisting of 6 County management staff representatives recommended by the CEO, and 6 labor representatives recommended by the labor unions.
Child Support Advisory Board	Primarily an inter-departmental board consisting of the Public Social Services Director; Child Support Services Director; Children and Family Services Director; and Chief Information Officer.
First 5 L.A. Commission	Quasi-department with an advisory Commission that has both public and private members, including the Health Services Director and Mental Health Director.
Treasury Oversight Committee	Committee consisting of citizen and County members, including the Treasurer Tax Collector, Auditor-Controller, and Superintendent of Schools.
Water Appeals Board	Board consists of mostly private citizens with the following County representatives serving as ex-officios: Public Works Director; Planning Director; Health Services Director; County Counsel; and Forester or Fire Warden.
Engineering Geology and Soils Review and Appeals Board	Board consists of citizen members with the Public Works Director serving as ex-officio.
Accessibility Appeals Board	Board consists of citizen members with the Public Works Director serving as ex-officio.
Building Appeals Board	Board consists of citizen members with the Public Works Director serving as ex-officio.
Housing Authority Board of Commissioners	The 5 Los Angeles County Supervisors serve as Commissioners.
Commission on HIV	Multi-membership Commission with State representatives, City representatives, service providers, consumers, and citizens. Serving as ex-officio members are representatives from the Office of Health Assessment and Epidemiology, Office of AIDS Programs and Policy, and Prevention Planning Committee.

Continues on the Following Page.

Commission	County Government Membership
Commission on Judicial Procedures	Multi-membership Commission consisting of Presiding Judge of the Los Angeles County Superior Court, District Attorney, Public Defender, and Sheriff.
Sybil Brand Commission for Institutional Inspections	Citizen Commission with Sheriff and Chief Probation Officer serving as ex-officios.
Los Angeles County Small Business Commission	Composed mostly of citizens, but include County representatives serving as ex-officios from: Deputies from the five Supervisorial Districts; CEO; and the Departments of Internal Services, Public Works, Auditor-Controller, Health Services, Affirmative Action Compliance, Sheriff, and County Counsel.
Los Angeles County Street Naming Committee	Mostly inter-department committee with Regional Planning Director, Public Works Director, Forester and Fire Warden, and U.S. Postal Service representative.
Industrial Development Authority Board of Directors	The 5 Los Angeles County Supervisors serve as Commissioners.
Los Angeles County Solid Waste Management Committee / Integrated Waste Management	Multi-membership Commission with outside organizations, other cities, and internal County representatives. Serving as ex-officio members are the Public Works Director and County Health Officer.
Inter-Agency Council on Child Abuse and Neglect	Inter-departmental and multi-membership council with more than 20 County Department representatives. Includes outside organizations and other County Commissions.
CAL-ID Board	Multi-membership board with County representatives, City representatives, and citizen member. The Chairman of the Board, Sheriff and District Attorney serve on this board.
North County Transportation Coalition	Multi-jurisdictional agency with the 5th District County Supervisor or designee and County staff representative appointed by 5th District Supervisor.
Countywide Criminal Justice Coordination Committee	Multi-jurisdictional and multi-membership council. Numerous County Department representatives are members.
Los Angeles County Commission on Local Government Services	Multi-jurisdictional agency involving outside organizations and City of Los Angeles representatives. County ex-officio representatives are appointed by CEO and Sheriff.
Southern California Water Committee Board of Trustees	One Los Angeles County Supervisor serves with one supervisor from each of the following counties: Imperial, Kern, Orange, Riverside, San Bernardino, San Diego, and Ventura.
Domestic Violence Council	Public-private membership council. One representative of the Community and Senior Services Director serves on the Executive Board. Other County agencies participate as public member agencies.

Table 7.
Commissions with County Membership

III. ORGANIZATIONAL STRUCTURE

Chapter III provides an overview of the current organizational structure associated with the operations of Commissions in the County, and recommends a realignment and consolidation of roles and responsibilities to increase accountability, effectiveness and efficiency of advisory Commissions in the County.

Organizational Structure

Various entities within the County government – including the Chief Executive Office, Executive Office of the Board, and line departments – play a role in the operations and management of the various Commissions. The Executive Office of the Board and the Chief Executive Office, in particular, are assigned the more prominent responsibilities over Commissions within the County organization. However, as shown in Figure 1, the administrative tasks and duties involved in overseeing a large majority of the Commissions surveyed in this report fall upon 20 line departments within the County government. There are also another 15 Commissions that are not associated with the CEO, Executive Office of the Board, or the line departments. These Commissions appear to include quasi-departments, non-profit organizations, multi-jurisdictional agencies, and joint powers authorities.

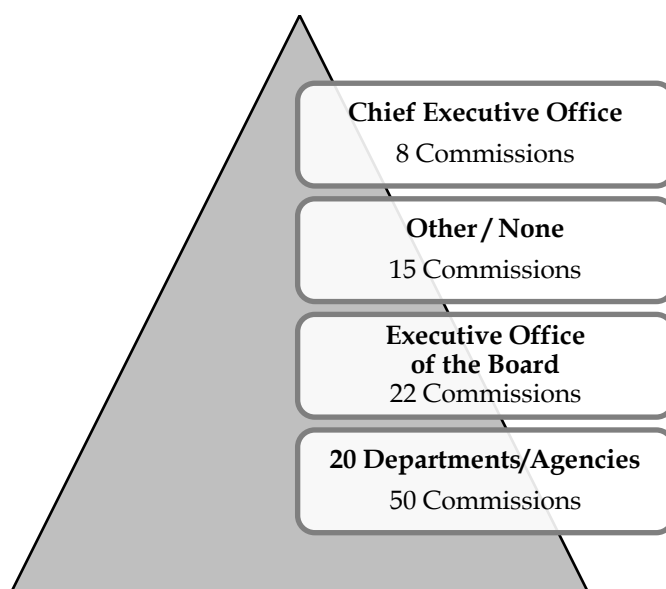


Figure 1.
Commission Oversight Structure

As illustrated above, the current management and organizational structure of the County's Commissions is decentralized and disconnected. As a result, there is minimal standardization in terms of structure, staffing support, and policies and procedures governing the administration and oversight of these Commissions.

Line Departments

As mentioned in the previous chapter, while some Commissions have their own designated staffs, almost all Commissions receive administrative and programmatic support from employees in affiliated departments. Other Commissions have direct oversight of the operations of certain departments. Hence, county line departments play a critical role in the functioning of Commissions. Almost all Commissions have government employees serving as their contact persons.

Table 8 below illustrates the County affiliations of the 95 Commissions under this study's review.

Affiliated County Department/Entity	Count	% of Total	Affiliated County Department/Entity	Count	% of Total
Public Works Department	16	17%	County of Los Angeles Public Library	1	1%
Executive Office of the Board / Commission Services Division	14	15%	Education Department	1	1%
Other /None	15	16%	Fire Department	1	1%
Executive Office of the Board / Deputy Executive Officer	8	8%	Los Angeles County Arboretum and Botanic Garden	1	1%
Chief Executive Office	8	8%	Mental Health Department	1	1%
Public Health Department	5	5%	Military and Veteran Affairs Department of	1	1%
Beaches and Harbor Department	3	3%	Museum of Natural History Department	1	1%
Community and Senior Services Department	3	3%	Office of Small Business	1	1%
Health Services Department	3	3%	Parks and Recreation Department	1	1%
Public Social Services Department	3	3%	Probation Department	1	1%
Community Development Commission	2	2%	Sheriff's Department	1	1%
Treasurer and Tax Collector Department	2	2%	Regional Planning Department	1	1%
Consumer Affairs Department	1	1%	Total	95	100%

Table 8.
Affiliated County Departments/Entities

As shown in Table 8, of the 95 Commissions reviewed by this study, 16 Commissions are affiliated with the Public Works Department (although 4 of these Commissions have been inactive for the past three years and have met their intended purpose, but remain in the County's Committee Book).

Executive Office of the Board

The primary purpose of the Executive Office of the Board is to support the Board in its capacity as the governing body of the County of Los Angeles by preparing weekly agendas, communicating actions taken by the Board, preparing minutes of the Board's meetings, preparing statements of proceedings, executing contracts and resolutions, maintaining the Board's Master Agenda Calendar, providing support functions relating to conducting the Board meetings, and maintaining the Board's records.

The Executive Office of the Board also maintains a full and complete record of the proceedings of each meeting held by the Board, as well as all other assessment and taxing districts, agencies and authorities for which the Board acts. In regards to Commissions, the Executive Office of the Board's Commission Services Division ("CSD") provides administrative and staff support to 19 active County Commissions (some are not included in the 95 Commissions reviewed), as shown in Table 9 below:

Commissions Served by the Commission Services Division	
Audit Committee	Grand Avenue Authority
Business License Commission	High Desert Corridor Joint Powers Authority
Child Support Advisory Board	Historical Landmarks/Records Commission
City Selection Committee	Information Systems Commission
Commission for Women	Judicial Procedures Commission
Commission on Disabilities	LAC-CAL
Commission on Insurance	Local Government Services Commission
Crime Laboratory Facility Authority	Productivity Investment Board
Fish and Game Commission	Sybil Brand Commission on Institutional Inspections
Foothill Transit Zone	

Table 9.
CSD Commissions

This support includes planning and coordinating all Commission activities, meetings, hearings and special events. CSD is also responsible for convening newly established Commissions and providing orientation to all newly-appointed Commissioners on general matters involving the Los Angeles County government. Furthermore, CSD processes all Commission appointments made by the Board and maintains fact sheets and rosters for 201 Commissions in accordance with State law and local ordinances. The CSD has a staff of 16 FTEs (Chief, Head, 2 Intermediate Board Specialists, 7 Senior Board Specialists, and 5 Head Board Specialists).

In addition to the Commissions overseen by CSD, there are another nine Commissions that are provided general administrative oversight by the Executive Office of the Board, as shown in Table 10 below:

Commission	Staff FTEs	Max. # of Members	Max. # of Mtgs.	\$ Comp. Per Mtg.
Arts Commission*	20	15	24	\$20
Commission on HIV	10	39	10	\$0
Civil Service Commission	8	5	N/A	\$150
Information Systems Advisory Board	6	N/A	N/A	N/A
Countywide Criminal Justice Coordination Committee	5	N/A	12	\$0
Commission on Children and Families	3	15	24	\$25
Employee Relations Commission	2	3	12	\$112-225
Domestic Violence Council	2	38	12	\$0
Citizen's Commission on Economy & Efficiency	2	21	12	\$0

* Staff levels based on self-reporting during interviews. Staff levels of the other Commissions are based on adopted budget FY 2007-08.

Table 10.
Other Commissions
Under the Executive Office of the Board, FY 2007-08

These nine Commissions are relatively autonomous (each with their own staff), but they report administratively to the Executive Officer of the Board or to the Chief Deputy Executive Officer. Staff members of eight of these Commissions – with the exception of the Arts Commission – are technically staff members of the Executive Office of the Board. The eight Commissions have a total staffing of 38 FTEs. The Arts Commission has a staff of 15 FTEs, including an Executive Director. Note that two of the nine Commissions – Civil Service Commission and Employee Relations Commission – were not included in the group of 95 Commissions evaluated in this report.

Chief Executive Office

The Chief Executive Office (“CEO”) – through its Office of Child Care, Office of Emergency Management, Office of Workplace Programs, Real Estate Division, and Risk Management Branch – serves as the lead organization for 8 of the 95 Commissions under review, as shown in Table 11:

Commissions Served by the Commission Services Division	
Commission on Human Relations	Policy Roundtable for Child Care
Labor Management Advisory Committee on Productivity Enhancement	Quality and Productivity Commission
Los Angeles County Emergency Management Council	Real Estate Management Commission
Risk Management Advisory Committee	License Appeals Board

Table 11.
Commissions Under CEO, FY 2007-08
(among the 95 Commissions)

As mentioned earlier, in 2007, the County reorganized to be operated by a Chief Executive Officer. The CEO now has direct supervision over 31 of the 39 departments. The other eight departments -- Assessor, Auditor-Controller, Community Development

Commission, County Counsel, District Attorney, Executive Office of the Board, Fire, and Sheriff – also work closely with the CEO.

In addition to its many roles – including preparing budget and operational recommendations for the Board and administering a host of countywide programs – the CEO provides central coordination for the County’s strategic planning and performance measurement efforts, and collaborates with line departments to deliver seamless service to children and their families. Within this context, the CEO created five County Department Goal Clusters, as shown in Figure 2 below, to promote and improve service integration and collaboration among the various departments and entities within the County government.

Operations	Children and Families' Well-Being	Health and Mental Health Services	Community and Municipal Services	Public Safety
<ul style="list-style-type: none"> • Assessor** • Auditor-Controller* • County Council* • Executive Office* • Affirmation Action • CIO • Human Resources • ISD • Registrar-Recorder / County Clerk • Treasurer and Tax Collector 	<ul style="list-style-type: none"> • Child Support Services • Children and Family Services • Community and Senior Services • Human Relations Commission • Military and Veterans Affairs • Public Social Services 	<ul style="list-style-type: none"> • Health Services • Mental Health • Public Health 	<ul style="list-style-type: none"> • Community Development Commission** • Animal Care and Control • Beaches and Harbor • Consumer Affairs • Museum of Art • Museum of Natural History • Parks and Recreation • Public Library • Public Works • Regional Planning 	<ul style="list-style-type: none"> • Sheriff** • District Attorney** • Fire* • Agricultural Commissioner/Weights & Measures • Alternative Public Defender • Coroner • Ombudsman • Probation • Public Defender • Office of Public Safety

*Appointed Official

**Elected Official or Commission

Figure 2.
County Department Goal Clusters
Chief Executive Office

Each of the five clusters is headed by a Deputy Chief Executive Officer. Regular meetings and program initiatives are conducted to improve communication and coordination. The primary emphasis of this cluster structure has been on service integration among the County’s varied organizations serving children and families. The CEO’s Service Integration Branch (“SIB”) – which is situated in the Children and Families’ Well-Being Cluster – is designed, as according to the County website, to “develop the leadership, planning, data, and capacity for achieving the Board’s direction for delivering services to children and families in a seamless fashion. The SIB’s mission is to support and coordinate collaborative policy development; assist County departments integrate service delivery systems; and help provide children and families with needed information.”

An important element of this service integration effort is the involvement of and partnership with communities and citizens. Within this context, Commissions are

involved in cluster meetings and other coordinating efforts. Some Commissions provide oversight of or evaluate multiple line departments that are located within different clusters. As a result, these Commissions are involved in more than one departmental cluster. One example is the Commission on Children and Families, which evaluates and provides recommendations on various services provided by multiple departments that are situated in more than one cluster, if not all clusters.

Structural Realignment

As described above, the current management and organizational structure of the County's Commissions is decentralized and disconnected, with a significant number of entities within the County that have a role in the management and operations of Commissions. Essentially, there is not a centralized organization within the County government that has the primary responsibility of overseeing all Commissions and managing the Commission function. This decentralized approach appears to be inconsistent with the new CEO-driven organizational structure, which was designed to foster service integration, communication and coordination. Rather, the current way in which the Commissions in Los Angeles County are managed results in ineffectiveness and inefficiencies, including a higher propensity for mission and duplication of effort, and activity that is outside stated mission and scope. In addition, there is a lack of meaningful outcomes and achievements, overall uniformity of policy and procedures, and access with respect to data and information on Commissions. For example, in a recent Department of Children and Family Services Request for Proposals (RFP) process that followed standard procedures, certain vendors claimed to not have received the RFP, including established vendors in the requested service. Upon becoming aware of this issue, four Commissions – including the Commission on Children and Families and Sybil Brand Commission – requested separate briefings on the matter by Department staff and Department reconsideration of accepting late proposals from these vendors (which is against County policy). This case is not only an example of duplication of effort, but also of Commissions going beyond their stated scope.

To minimize these issues, this report recommends an organizational restructuring that aligns Commissions and their missions, activities and objectives with the new CEO-driven organizational structure within the County. The recommended structural change would allow the CEO to play a key role in overseeing Commissions, and the Executive of the Board to expand its current responsibilities with Commissions. Increased oversight and management will bring about needed change in the process to which public and community stakeholders provide input. The structural and process recommendations within this report were designed to bring about improved effectiveness and accountability.

FINDING #3: *The decentralized approach to Commission management and operations presents challenges to ensuring accountability and effectiveness, as well as uniformity and completeness in recordkeeping, evaluation, and other processes and procedures.*

Currently, as a result of this decentralized approach, data and information on Commissions are scattered throughout as well as outside of the County structure. Hence, locating and obtaining documents, such as meeting minutes and attendance records, is a difficult process. During the fieldwork process, the study's attempt to measure a Commission's history of attendance, vacancy levels and associated costs proved to be extremely difficult to accomplish. Typical Commission-related processes and procedures – such as the taking of minutes and the recording of meeting attendance – lack uniformity, making it difficult to assess the performance of these Commissions. Furthermore, while the costs of operating the Commissions are not significant relative to the entire County budget, there is no systematic way to measure the overall cost to the County of operating and managing these Commissions, since staff support costs are often embedded in the budgets of line departments.

RECOMMENDATION #3: Assign staffing and other resources to effectively centralize comprehensive administration, management and oversight of all Commissions under the Chief Executive Office and Executive Office of the Board.

Assuming that the County values the role and function of Commissions, this report recommends that the County centralize the responsibility for comprehensive management and oversight of all Commissions, as well as for the centralized collection of all materials associated with Commission operations. This report proposes a new centralized structure with all Commissions “reporting” to and overseen by two entities – the Executive Office of the Board and the Chief Executive Office. The realigned organization should be responsible for ensuring that Commissions follow uniform policies and procedures, proactively tracking and addressing attendance and vacancy issues, and participating and assisting other entities to measure Commission effectiveness, relevance, and duplication. The details of the tasks and responsibilities of the CEO and Executive Office of the Board in this recommended structure and realignment are discussed later in this report. At this preliminary stage, this report recommends that the County's Commissions be divided among the CEO and Executive Office of the Board by the Commissions' function and purpose, as tabulated in Table 5.

RECOMMENDATION #4: Assign appeals- and policy-oriented Commissions to the Executive Office of the Board, and operations- and administrative-related Commissions to the Chief Executive Office.

Commissions that provide advice to the Board on primarily policy matters are more appropriate to be assigned to the Executive Office of the Board. Some of these Commissions may also require autonomy from the line departments, as they evaluate the services and operations of these departments. There are also Commissions that exist to oversee various appeals processes; these organizations should also be assigned to the Executive Office of the Board. The role and responsibilities of the Executive

Office of the Board would need to be expanded, given that the Executive Office of the Board currently provides mostly clerical and administrative support to the Commissions under its purview. The existing Executive Office of the Board's Commission Services Division can be restructured to assume this new and expanded function. Therefore, additional resources and staff training would be required to align the skills set and structure of the Executive Office of the Board with the expanded functions and responsibilities recommended in this report.

On the other hand, Commissions whose advice and input primarily impact the operations and administration of County line departments and their services and programs should be assigned to the CEO. Having the CEO serve as the oversight body to these operational and administrative Commissions would build upon the new County organizational structure, which assigns the CEO with the primary responsibility to encourage and increase service accountability and integration among the County's various departments and agencies. Additional resources and staffing may be required within the CEO to assume the responsibility of overseeing the Commissions assigned to that office. Although our recommendations provide both the CEO and the Executive Office of the Board with expanded responsibilities for the effectiveness of Commissions, this study recommends the CEO assume primary responsibility for implementing the recommendations in this report, and evaluate the impact of the recommendations on all Commissions.

RECOMMENDATION #5: Assign to the CEO the primary responsibility for developing and leading a plan to implement the recommendations in this report, and to evaluate the impact of these recommendations on all Commissions in the County.

RECOMMENDATION #6: Assign to the CEO and Executive Office of the Board the task of evaluating the remaining Commissions and determine to whom they should be assigned for oversight and support.

When considering all the County's 201 Commissions, the number of Commissions to be assigned to the two entities would depend not only on the Commissions' operational or policy designation, but also on the Commission type as defined in the County Committee Book. Since the County has limited authority in more than one-half of the 201 Commissions, this may limit the number of Commissions that would necessitate oversight from the CEO or the Executive Office of the Board.

To provide a sense of how many Commissions would be assigned to the CEO and to the Executive Office of the Board, the study attempted to divide the Commissions reviewed under this study accordingly. If we were to assign only the 85 Commissions reviewed (which exclude the ten inactive Commissions identified in Chapter V of this report to be eliminated) to either the CEO or the Executive Office of the Board, a total of 48 administrative/operational Commissions would be assigned to the CEO, while 37 appeals and policy-related Commissions would be assigned to the Executive Office of

the Board. A listing of these Commissions by functional designation described above is included as Appendix 3. We recommend that both the CEO and Executive Office of the Board be tasked with evaluating the remaining Commissions and determine to whom they should be assigned for oversight and support.

Line departments affiliated with Commissions will maintain their relationship and continue to provide staff support as appropriate. However, in this new structure, supporting County staff can rely on the CEO or the Executive Office of the Board for administrative support, such as clarification on Brown Act requirements, quorum and vacancy issues, and other policies and procedures, as well as access to standardized forms and documents, such as attendance sheets and compensation and travel cost request forms. Recommended annual self-evaluation forms (to be discussed in the following chapter) would be submitted by the Commissions to the CEO or Executive Office of the Board, which will work to ensure that the forms and attendance records are completed appropriately, and to provide support to the Commissions.

It is important to note that this study's comparative analysis of eight other county governments indicates that Los Angeles County's decentralized approach is not unique. None of the counties in the comparative analysis possessed a centralized entity solely responsible for the oversight of county Commissions. These counties also employ decentralized approaches and, thus, face similar challenges to those of Los Angeles County. However, this study represents an opportune time for the County to create and implement a management restructuring that could serve as a best practice model for other county governments.

IV. POLICIES, PROCESSES AND PROCEDURES

The purpose of this chapter is to provide an evaluation of key policies, processes and procedures pertaining to the operations and management of County Commissions, and to propose recommendations aimed at improving effectiveness and efficiency.

Commissioner Orientation

Shortly after a new Commissioner is appointed, he or she is invited to attend the New Commissioner Orientation organized by the Executive Office of the Board's Commission Services Division. The Orientation lasts one-half of a day and is offered 3-4 times per year. All new Commissioners are invited to attend, and the CSD estimates that approximately 6-10 new Commissioners attend each orientation. The program covers the Brown Act requirements, County operations and budget, personal liability issues, and general procedural rules for Commissions.

This Orientation program follows the Los Angeles County Citizens' Economy and Efficiency Commission's 1994 report that recommended the Executive Office of the Board develop a program to periodically brief all newly appointed Commissioners on the County's structure, programs, legal responsibilities, budget, operations, Commission system and other relevant information. In addition to this Orientation, the Quality and Productivity Commission holds an annual event that brings all Commissioners together to learn more about County operations and services.

While it is important to respect a new Commissioner's time, attending the orientation program should be required, rather than simply recommended, of all new Commissioners to complete in the first year of his/her tenure. Furthermore, orientation materials, as well as all other Commission-related forms and documents, should be available online, so that Commissioners unable to attend the orientation or simply desiring to review these documents can access them. A webpage dedicated to Commission operations should be developed containing all necessary forms, documents, policies and procedures, contact information, Commission rosters, and other data and information on Commissions.

FINDING #4: *Completing the new Commissioner orientation program is not required of new Commissioners. Orientation and Commission-related documents as well as other information are not readily available to Commissioners and the public.*

RECOMMENDATION #7: *Develop policy that requires all new Commissioners attend the New Commissioner Orientation within the first year of his/her term.*

RECOMMENDATION #8: Develop a consolidated County webpage with all necessary Commission-related forms, materials, data and information.

While the New Commissioner Orientation appear to address the elements of an effective orientation recommended in the 1994 report, the existing program can be augmented with a discussion on the importance of service integration and coordination, the need for strategic planning and goal-setting, and the enhanced role of the CEO and Executive Office of the Board in overseeing Commissions, as recommended in this study. Such an enhancement to the orientation program can instill the need for accountability at the very beginning of a Commissioner's tenure. The CEO and the Executive Office of the Board would work in conjunction in planning, developing and delivering a revamped New Commissioner Orientation.

FINDING #5: *The existing New Commissioner Orientation and other activities aimed at new Commissioners do not appear to address the strong focus of the County on service integration, coordination, accountability and strategic planning.*

RECOMMENDATION #9: Incorporate a training component into the New Commissioner Orientation on the County's emphasis on service integration and coordination, as well as the desire for more accountability and demonstrated effectiveness.

Commission Vacancy

Currently, the Executive Office of the Board's Commission Services Division processes all Commission appointments made by the Board and maintains fact sheets and rosters for all the County's Commissions. As shown in Appendix 6, the CSD reports that there are, as of April 2008, a total of 93 vacancies among the Commissions in the Committee Book. However, some of the vacancies included in this list are from Commissions that have not been active in the past three years and are unlikely to be reactivated, such as the Los Angeles County Health Facilities Authority Commission. The CSD regularly notifies each member of the Board on his or her current Commission vacancies. Filling Commission vacancies is at the discretion of each Supervisor. Appendix 6 shows each Supervisor's existing Commission vacancies.

FINDING #6: *The prioritization of filling Commission vacancies is not uniform and consistent across the five members of the Board.*

RECOMMENDATION #10: Establish policy that requires a Commission vacancy to be filled within one year from the date it becomes officially vacant.

RECOMMENDATION #11: Establish policy that requires the Executive Office of the Board to post vacancies online and provide instruction to potential or interested candidates on application policy and procedures.

RECOMMENDATION #12: Using an application process, establish a centralized database of candidates available for membership nomination.

If the County desires to place more importance and provide enhanced service to Commissions and their members, then it should emphasize the importance of filling vacancies promptly, regardless of the Commission. While the data does not suggest extensive quorum and other related problems caused by vacancy rates, allowing vacancies to exist for extended periods of time can create difficulties for the full functioning of impacted Commissions. Furthermore, these problems resulting from long-standing vacancies can be a disservice to sitting volunteer Commissioners. This study recommends the County place a stronger effort and emphasis on filling vacancies, regardless of Commission type and/or function, by instituting a policy that requires the filling of a vacancy within one year from the date it is officially determined to be vacant.

More information on existing Commission vacancies should also be made available online, as well as necessary forms and instructions on applying for these open slots. For example, both the City and County of San Francisco and San Diego County provide an online Commission application and monthly/annual reports on commission vacancies, along with the typical commission fact sheets. Currently, the Executive Office of the Board is not required to post Commission vacancies online.

This study recognizes that identifying candidates for open positions requires valuable Board staff time and effort. Hence, the study recommends the CEO and the Executive Office of the Board (in their recommended new structure and responsibility discussed in the previous chapter) assume a greater role in assisting the Board in identifying viable candidates. Creating and managing a centralized database of candidates can expedite the nomination process. The Executive Office of the Board, as the primary Commission administrator for the County, would update and manage this candidate database.

Member/Commissioner Compensation

A large majority of the 95 Commissions under review does not provide compensation for their members. In fact, as shown in Table 11, 57% of the Commissions under review do not offer any compensation for their members. Table 12 excludes inactive Commissions that are recommended in this report to be disbanded. The lack of compensation among most of the Commissions is not unique to Los Angeles County. The comparative analysis also shows

Compensation Amount	Commission Count	% of Total
None	49	57%
TBD	1	1%
\$150	2	2%
\$100	2	2%
\$75	4	5%
\$50	4	5%
\$25	22	26%
\$20	1	1%
\$10	1	1%
Total	86	100%

Table 12.
Compensation Amounts

that other Counties do not typically provide compensation for Commission members.

Compensation is usually based on set rates per meeting basis and is often limited by the number of meetings eligible for compensation. The most typical compensation among Los Angeles Commissions is \$25 per meeting; twenty-two Commissions (23% of total) provide \$25 compensation. Only a handful of Commissions have compensation under \$25 and over \$100 per meeting. Table 13 below illustrates how different types of Commissions compensate their members. The table shows that regardless of the type of Commission, most Commissions do not provide compensation for their members.

Commission		
Compensation	Count	% of Total
<i>Advisory Committees & Commissions</i>		
None	33	50%
\$20/meeting	1	2%
\$25/meeting	21	32%
\$50/meeting	4	6%
\$75/meeting	4	6%
\$150/meeting	2	3%
TBD	1	2%
<i>Total</i>	66	100%
<i>Joint Powers Authorities & Non-Profit Corporations</i>		
None	2	100%
<i>Miscellaneous Task Forces & Ad Hoc Committees</i>		
None	2	67%
\$25/meeting	1	33%
<i>Total</i>	3	100%
<i>Multi-Jurisdictional Agencies</i>		
None	10	77%
\$10/meeting	1	8%
\$100/meeting	2	15%
<i>Total</i>	13	100%
<i>Other/Non-Chapter</i>		
None	2	100%

Table 13.
Compensation Amounts by Commission Type

The study evaluated whether compensation contributed to the level of meeting attendance. While there are not adequate numbers of Commissions to compare the difference in attendance based on different compensation levels, the study did compare the attendance rates of Commissions that provided no compensation to the attendance rates of Commissions that provided some level of compensation.

The data shows that compensating Commissions are characterized with slightly higher attendance rates than Commissions that do not compensate their members. In fact, over a three-year period, compensating Commissions (\$10 or more per meeting) had an

average attendance rate of 75%, while Commissions without compensation had an average attendance rate of 68%.

Based on our review of existing information, there does not appear to be any policy that establishes criteria for which Commission requires compensation of its members and who among the members receives compensation. The amounts of compensation and the maximum limits on compensation appear to have been established at the time of the creation of the Commission, rather than based on any set policy or criteria. There does not appear to be a systematic process to review the adequacy of compensation amounts and established maximum numbers of compensated meeting. This appears to apply to the comparable counties as well.

FINDING #7: *The County lacks clear criteria and policy on which Commissions are allowed to provide member compensation and the maximum amount of compensation.*

RECOMMENDATION #13: *Develop a policy that provides for a standard minimum compensation for all Commission members.*

RECOMMENDATION #14: *Develop a policy in which any request for a change in a Commission's compensation should be addressed in the annual self-evaluation report, and would be reviewed and evaluated by the Audit Committee.*

RECOMMENDATION #15: *For Commissions that include a monthly maximum of compensated meetings, the County should convert this maximum to an annual basis.*

Commissions require varying degrees and levels of Commissioner time and effort. Some Commissions are more complex than others. Other Commissions have higher public profiles, while others place Commissioners at relatively higher levels of risk and liability. For these reasons, there should be flexibility allowed to the Board in determining the amount of compensation for each Commission. However, since advisory Commissions attract citizen volunteers who seek to serve the public good, any compensation should be nominal and enough to cover common expenses. The report recommends a standardized, minimum amount of compensation – such as \$50 per meeting – for every member of a Commission. This amount should be able to cover most of the costs expended by the citizen for his/her participation in the Commission. Commission compensation is not intended to add to a member's income or, in other words, compensation should not be viewed and treated as payment for service.

Providing compensation to each Commissioner – especially members of the public – acknowledges the associated costs of participation in County Commissions. The boundaries of Los Angeles County cover 4,084 square miles, an area that is nearly 800 square miles larger than the combined area of the states of Delaware and Rhode Island. Given the geographic size of the County and the rising costs of transportation,

providing compensation to cover some of these costs would be most appropriate. Furthermore, providing Commissioner compensation may assist the County in recruiting a volunteer base that is more representative of its population and geography. Participation on a Commission may present a financial and/or geographical barrier for County citizens. The distances between the outskirts of the County and downtown Los Angeles (where many meetings are held) are extensive (i.e., over 70 miles from Lancaster to the north, 37 miles from Agoura Hills to the west, 35 miles from Claremont to the east, and 31 miles from Rancho Palos Verdes to the south). Distance and the cost of travel could discourage citizens from volunteering on a Commission. Providing compensation could lessen the associated cost of participation to citizens, and encourage a more diverse representation of the County's population, which is the largest of any county in the nation and exceeded by only eight states. While this report recommends a standard compensation level, it is important to note that none of the counties surveyed for comparison have a minimum compensation amount.

Exceptions to compensation may include County employees who serve as Commissioners. A Commission with compensation exceeding the minimum amount should be allowed to maintain that compensation level until the Commission is required to complete its first year's annual self-evaluation report (recommended and discussed in the forthcoming section on the sunset review process), in which the Commission should provide written language to justify the higher compensation level. The Board's Audit Committee will review the request and provide its recommendation to the Board.

Recently, the Quality and Productivity Commission requested an increase in the number of compensated meetings for each Commissioner from four per month to eight per month. The purpose of the request was to address the changing scope of the Commission requiring members to attend more qualified meetings than initially intended. Furthermore, the Commission recommended not only an increase in the total amount of compensation, but modifying the monthly maximum amount to an annual maximum amount. The report agrees with this recommendation to allow for flexibility and variation in when meetings are scheduled and required.

The report also recommends the development of standardized policy and procedures to more effectively and objectively process requests for modifications to a Commission's compensation level. The report recommends that any compensation modification request should only be included during the Commission's annual self-evaluation report. A report with such a request would first be reviewed by the Executive Office of the Board or the CEO for consistency with policy, and then delivered to the Board's Audit Committee which would ultimately evaluate any compensation request, and make a recommendation to the Board.

If a minimum compensation amount were to be implemented, the overall cost of Commission compensation is minimal relative to the County's budget. For the 95 Commissions reviewed in this study, we estimated a current total cost of compensation

of approximately \$480,000 per year, based on a number of assumptions. These assumptions include: attendance level is 100%, vacancy level is 0%, number of meetings held for each Commission is as listed in the Committee Book, no other compensation (i.e., transportation reimbursements) is provided, and no compensation for those Commissions in which their Fact Sheets indicate that compensation were “to be determined” at a later time.

If the proposed \$50 per meeting standard were to be implemented, the annual cost of Commission compensation would be approximately \$1 million, more than double the estimated current cost. This total estimate assumes that existing compensation levels above \$50 per meeting would be maintained while those below \$50 per meeting or are unknown would be increased to or set at that amount. Furthermore, for each Commission that does not have the annual maximum number of meetings stipulated in its fact sheet, the cost estimate assumes 12 meetings per year would be held. This assumption is based on the average of Commissions that have maximum meetings defined in their fact sheets (these Commissions’ fact sheets had an average maximum number of meetings of 11.7 per year per Commission). With attendance levels averaging less than 100% (see below), the actual cost of a \$50 minimum compensation policy would likely be less than this total estimate.

Commission Attendance

This study evaluated the attendance rates of 60 of the 95 total Commissions, since full attendance data was available for only 60 Commissions. On average, the data shows that the overall attendance rate for these Commissions was relatively high and constant throughout the three-year period, hovering around 68% to 69%. Table 14 below shows the percentage of the 60 Commissions by 2007 average attendance rates. The data shows that the large majority (78%) of Commissions had attendance rates between 60% and 89% in 2007, while only 17% of the Commissions had attendance below 60% in 2007.

Attendance Rate	% of Total Commissions
45%-49%	5.0%
50%-59%	11.7%
60%-69%	21.7%
70%-79%	30.0%
80%-89%	26.6%
90%-100%	5.0%

Table 14.
No. of Commissions and
Attendance Rate Ranges, 2007

Although there may be a correlation between compensation and attendance, as suggested in the above discussion on compensation, this report’s analysis shows that

there does not appear to be a correlation between attendance and Commission type or between attendance and membership size.

FINDING #8: *Lack of standardization in how attendance is recorded makes it difficult to gauge Commission attendance as a whole or compare attendance among the Commissions.*

RECOMMENDATION #16: *Establish a standard policy and procedure for the recording of meeting attendance and absences, as well as develop a standardized form that reflects this new policy and procedure.*

When the study attempted to evaluate the attendance of these Commissions, the study team was confronted with several obstacles. First, there was no standardized attendance sheets and process to record attendance and absences. Each Commission had its own format and process for recording the information. Some Commissions had attendance sheets that were separate of the meeting minutes, while others did not maintain distinct attendance sheets. To determine attendance, one would have to depend on the meeting minutes. Furthermore, processes for tabulating excused and unexcused absences also varied. This report recommends the establishment of a standard policy and procedure to provide direction to support staff on the recording of meeting attendance and absences. A standardized attendance form should also be developed to reflect this new policy and procedure, and made readily available to all Commissions. Towards the end of each year, the attendance data on these sheets would then be tabulated and provided to the CEO Or the Executive Office of the Board along with the self-evaluation form.

FINDING #9: *There does not appear to be uniform enforcement of an attendance policy that exacts penalties for repeated absence.*

RECOMMENDATION #17: *Implement or enforce the existing attendance policy that removes a Commissioner after three consecutive unexcused absences and automatically declares the position vacant.*

One key issue that relates to attendance, absences and vacancy is the County's lack of a clearly defined and enforced attendance policy. Many Commissions do not record excused and unexcused absences. There appears to be an existing policy on unexcused absences. Section 5.12.050 (F)(1) of the County Code stipulates that:

If any member (other than an ex-officio member) of any board, Commission or committee, which board, Commission or committee was, or hereafter shall be, created by the board of supervisors, either by Ordinance 4099, by some other ordinance, or in any other manner, fails to attend three consecutive meetings of such board, Commission or committee, unless excused by the members thereof, his office becomes vacant. Such board, Commission or committee shall notify the appointing officer of

the vacancy and the appointing officer immediately shall appoint a member to fill such vacancy.

If this section of the code was designed to be applicable to all Commissions, then the policy should be emphasized and enforced with all Commissions. Any Commissioner who misses three consecutive, unexcused meetings would be subsequently dismissed from membership, and the position would be declared vacant. In addition to this policy, there should be established criteria for what constitutes excused absences as opposed to unexcused absences.

Sunset Review Process

In response to a request by the Board to investigate the need for periodic evaluations of the relevance of Commissions, in March 1994, the Los Angeles County Citizens' Economy and Efficiency Commission released a report entitled, "A Model Mechanism to Evaluate the Performance and Objectives of Los Angeles County Commissions, Committees and Task Forces." The report led to the establishment of new sunset review dates for certain Commissions, and the implementation of a self-evaluation model. The self-evaluation form allows a Commission under review to conduct a self evaluation of its functions and operations relative to its mission, accomplishments and results. The completed form is then submitted to the Auditor-Controller Department, which uses these forms and other documents to perform an independent assessment to determine whether the Commission is adhering to its mission, performing its duties, and meeting its objectives. Based on the Auditor-Controller's review, the Board's Audit Committee recommends to the Board to either extend the Commission's sunset date or disband the Commission. However, virtually all Commissions have had their sunset dates extended.

Generally, the current sunset review process is effective in that it evaluates the appropriate factors regarding a Commission, such as mission agreement, ongoing relevancy, meetings held, member attendance, accomplishments and results, objectives and resources utilized. However, the current sunset review process is limited in that it applies to only a select group of Commissions, of which it is unclear how they were assigned with sunset dates and other Commissions were not. The current process is also hampered by the fact that these sunset reviews are conducted every four or five years, without any review or evaluation in between, making it difficult to measure effectiveness and ongoing relevancy.

Although sunset dates and reviews are required of primarily Commissions in Chapter 1 (Advisory Committees and Commissions) and Chapter 4 (Miscellaneous Task Forces and Ad Hoc Committees), not all of such Commissions actually undergo a sunset review or any kind of objective evaluation to ensure that they are meeting their stated goals and objectives, and that they are not overlapping their activities with those of other similar Commissions. Commissions with sunset dates appear to be usually discretionary in nature and not mandated by law. Commissions in Chapters 1 and 4

that do not have sunset dates appear to be those that are either mandated or involve an appeals process. In total, there are 87 Commissions in the County that fall within Chapters 1 and 4 of the County Committee Book. The scope of this study covers 74 of these 87 Chapters 1 and 4 Commissions. However, only 42 of the Commissions reviewed for this study have sunset dates and subjected to sunset reviews. Of the 95 Commissions (minus the ten Commissions recommended to be discontinued) assessed in this study, there are 64 Chapter 1 Commissions and three Chapter 4 Commissions. This study could not find stated criteria or policy that determines which Commissions are or should be assigned with sunset dates.

Commissions in Chapters 2, 3, and 5 of the County Committee Book are Joint Powers Authorities and Non-Profit Corporations, Self-Governing Special Districts, and Multi-Jurisdictional Agencies, which the County is only a member. Since the County has limited authority over more than one-half of its Commissions, the ability of the County to make changes to them is also limited. Hence, recommendations made herein are likely to impact Chapter 1 and Chapter 4 Commissions.

These Commissions could be reviewed every four or five years on a staggered basis (as in San Diego County), so as to minimize the required resources to conduct them. Additional resources should be made available to the Auditor-Controller Department to ensure that these additional evaluations are conducted either internally or by contracted help. Maintaining the responsibility with the Auditor-Controller would continue the 1994 study's recommendation for an objective, independent evaluation. However, it appears that Los Angeles County is the only county government among the comparison group that utilizes the Auditor-Controller to conduct sunset reviews of their citizen Commissions and committees.

In San Diego County, all 114 commissions and committees are subject to a sunset date and a scheduled sunset review every four years. Each year, one-fourth of all active San Diego County commissions and committees are scheduled for sunset review. The commission under review must provide a written report to the Clerk of the Board that includes an evaluation of the commission's level of involvement in County programs relative to the duties and responsibilities defined in their establishing authority, actions accomplished or completed on issues assigned to the commission by the Board of Supervisors, and/or status of goals set by the commission; the justification for continuance (if recommended), with appropriate goals and timetables for the term of continuance; and a budget analysis of the County cost and the benefit to the County of the commission. The Clerk of the Board would then package all commission responses and provide copies to each member of the Board of Supervisors, the Chief Administrative Officer and for Board of Supervisors Official Records. San Diego County's Chief Administrative Officer would then review commission responses, receive input from appropriate departments and agencies, and docket CAO-recommended changes for the Board of Supervisors consideration before or during the next scheduled budget deliberations.

Lastly, the County of Los Angeles should establish clear written policies and procedures governing the sunset review/audit program, what is required of Commissions, and who will be responsible for performing the reviews by the sunset dates. In addition, policies should include the criteria that determine which Commissions require sunset dates and reviews. A copy of the San Diego County policy pertaining to county Boards, Commissions and Committees is included in Appendix 7.

FINDING #10: *The County appears to lack stated policy regarding sunset dates and reviews.*

RECOMMENDATION #18: *Establish clear policies and procedures surrounding the assignment of sunset dates, and the conducting of sunset reviews and/or similar scheduled audits.*

RECOMMENDATION #19: *Implement a program to conduct a sunset review or similar audit for one-fourth or one-fifth of all Chapters 1 and 4 Commissions each year; and ensure appropriate resources are available to the departments assigned to conduct the reviews.*

RECOMMENDATION #20: *Consider providing resources for contracted auditing services to assist the Auditor-Controller Department in the conducting of sunset reviews of more Commissions.*

Measuring Effectiveness

One of the key issues raised during this study is the difficulty of measuring a Commission's effectiveness and relevancy. While some Commissions establish annual goals and objectives, and strive to meet them during the year, most Commissions do not undergo a process to identify annual measurable objectives. Without a baseline to measure against, it is difficult to evaluate the effectiveness of these Commissions. Interviewing several County staff members and Commissioners, and evaluating the fact sheets, meeting minutes, attendance records and sunset reviews, if applicable, that describe the Commissions' accomplishments within the past four or five years are not sufficient to gauge the effectiveness these Commissions. The lack of measureable objectives to measure against, coupled with the constrained timeframe of this study, made it difficult to determine whether a Commission is effective or brings added value.

The existing sunset review process discussed above is flawed in that it evaluates self-reported accomplishments and results within four or five year intervals. Making a sunset decision based on an evaluation of accomplishments over an extended period of time, without supporting documentation about annual activities and accomplishments, can become a subjective evaluation of the effectiveness of a Commission. A Commission's recordkeeping may not be optimal or support staff may change. A long list of Commission accomplishments may have occurred within only one year during the five years since the last sunset review was conducted. Furthermore, having measureable annual objectives for each Commission would make Commissions more

accountable for their activities, more focused on a strategic plan for the year, and less likely to go beyond their scope and purview.

FINDING #11: *The lack of uniform and effective processes and procedures to regularly document and report Commission activities in between sunset dates leads to the difficulty in conducting sunset reviews and to the usefulness of these reviews in evaluating Commission effectiveness.*

RECOMMENDATION #21: *Develop a process in which Commissions annually provide to a centralized entity self evaluation reports that describe and demonstrate how their activities helped them achieve their stated mission, and delineate measurable objectives for the upcoming year.*

In addition to the limited ability of the sunset review process to evaluate Commission effectiveness, there are the practical issues associated with the current sunset review process. Completing the sunset reviews require a significant amount of resources and time. The sunset self-evaluation forms are often completed by County staff members assigned to providing support to the Commissions undergoing a sunset review. Often times, self-evaluations are not submitted in a timely fashion and, thus, prolong the review process. Based on this study's evaluation, it appears that this issue arises because of the difficulty faced by the Commission support staff and Commissioners in gathering the information, budget details and attendance data spanning multiple years that are required to complete the self-evaluation forms.

In addition, once the self-evaluations are received and initially reviewed by the Auditor-Controller Department, a significant amount of time is required of the Auditor-Controller staff to verify information and request additional information. As a result, some sunset reviews are completed after the Commission sunset dates. The County lacks clear policy and procedures that address what happens to Commissions that exist beyond their sunset dates and have not had the sunset reviews completed on time. However, no Commissions have ever stopped operating or been dissolved because the review was not completed by the sunset date. Of the counties reviewed for this study that did have commission-related policy, it appears that this is also the case.

The sunset review process can be made more effective and efficient if Commissions are required to submit similar self-evaluation reports on an annual basis rather than when triggered by the sunset data. The City and County of San Francisco employs a similar process. In fact, a City/County administrative code requires that each department head, board or Commission prepare an annual report describing its activities, and containing a general summary of the services and programs as well as any highlights and achievements of the prior year. A copy of the San Francisco ordinance is included as Appendix 8 of this report. In addition, the County of San Bernardino's Clerk of the Board conducts an annual sunset review and provides recommendation to the Board of

Supervisors on whether Boards, Commissions and Committees should be continued or sunset.

Similarly, this report recommends that Commissions in Chapters 1 and 4 (a total of 87 throughout the County) submit reports at the end of the year to the CEO or the Executive Office of the Board (depending on the Commission's function) demonstrating how and whether its activities for the year have allowed it to achieve its stated mission and objectives. Information on vacancy and attendance should be submitted, as well as expected goals and objectives for the coming year. This process would force Commissions to become more accountable, to engage in strategic planning, and to develop measures to demonstrate the effectiveness of its activities in meeting stated goals and objectives. Annual reports could also be submitted by Commissions from other Chapters if deemed necessary from them to ensure accountability, effectiveness and integration.

The dedicated Commission support staff in the CEO and Executive Office of the Board would work to ensure that the Commission's activities relate to its mission and vision. By the time a scheduled sunset review is to be conducted, the Commission would have detailed reports and supporting documents to provide to the Auditor-Controller staff that would document its objectives and activities since its last sunset review. Requiring Commissions to submit annual evaluation reports would likely decrease the amount of time needed to conduct the sunset reviews and, more importantly, provide an effective process to increase Commission accountability and to measure Commission effectiveness.

V. COMMISSION ANALYSIS

The purpose of this chapter is to provide an evaluation of the Commissions' recent activities and achievements and determine whether they met their stated mission, goals and objectives. Based on this assessment, the chapter includes recommendations on whether certain Commissions should be disbanded or consolidated.

Inactive Commissions

In reviewing attendance records and interviewing Commission contacts, this study found that while most (75 Commissions or 79% of the total) of the 95 Commissions have been active in the past three years, there are 20 (21% of total) Commissions that have been inactive (have not met) in the past three years.

FINDING #12: *There are Commissions that have been inactive for at least three years that remain in the County Committee Book and other County documents and literature.*

RECOMMENDATION #22: *Eliminate inactive Commissions that have served their intended purposes and are now without any foreseeable use or purpose to the County.*

While it is appropriate to eliminate Commissions that have been inactive for a significant period of time, there are some inactive Commissions that should remain. These include Commissions that oversee various appeals processes, as well as activities or functions that occur infrequently but are required or could be activated when needed at a future time. These Commissions, as listed in Table 15 below, are:

Inactive Commissions Recommended to Be Maintained	Basis for Recommendation
Building Board of Appeals	Appeals related
Water Appeals Board	Appeals related
Engineering Geology and Soils Review and Appeals Board	Appeals related
Accessibility Appeals Board	Appeals related
Capital Projects Appeals Board	Appeals related
Solid Waste Hearing Board	Appeals related
Los Angeles County Street Naming Committee	Required when streets are named or renamed.
Supervisory District Boundary Review Committee	Meets according to the U.S. Census.
Los Angeles County-Martin Luther King, Jr. General Hospital Authority Commission	Has not met in the past 3 years, but may be reactivated in the future.
Industrial Development Authority Board of Directors	Has not met since 1998, but may be reactivated in the future if necessary.

Table 15.
Currently Inactive Commissions
Recommended to be Maintained

On the other hand, there are a number of inactive Commissions that should be eliminated from the County Committee Book, because they have served their original purpose and are not expected to be reactivated in the foreseeable future. These ten Commissions are listed in Table 16 below:

Inactive Commissions Recommended for Elimination	Basis for Recommendation
Los Angeles County Task Force on Children and Youth Physical Fitness	Was slated by the Board to disband after 180 days. According to staff, the Task Force has been officially disbanded by the Board. However, this Task Force remains in the Committee Book.
Clean Fuel Program Technical Review Committee	Has not met since 1999. Purpose of committee was met.
Interim Planning Agency for the San Fernando Valley Transportation Zone	An interim planning entity discontinued three years ago. Met original purpose.
Traffic Reduction and Free Flow Interagency Committee	Has not met since 1995. Met original purpose.
Los Angeles County Health Facilities Authority Commission	Has not met in the past 3 years. Lacking foreseeable purpose.
Interdepartmental Coordination Group	Has not met in the past 3 years. Interviews acknowledge that the Group was discontinued. CEO has assumed coordination role.
Los Angeles Solid Waste Authority Commission	According to County staff, the Commission has never met.
Local Suppression of Drug Abuse in Schools Advisory Committee	Although required of jurisdictions receiving funds from the Suppression of Drug Abuse in Schools Program, it appears that County no longer receives these funds. Has not met since 2004.
Los Angeles County Hazardous Waste Management Advisory Committee	Has not met since 1998. Met original purpose. State law required the county to establish an advisory committee to assist in the preparation and administration of the county hazardous waste management plan. According to staff, the Committee has been officially disbanded by the Board. However, this Committee remains in the Committee Book.
License Appeals Board	According to staff, the License Appeals Board has been officially disbanded by the Board, and replaced with an Appeals Officer. However, this Board remains in the Committee Book.

**Table 16.
Currently Inactive Commissions
Recommended to be Eliminated**

FINDING #13: *The County lacks clear policy and procedures for eliminating inactive Commissions that have already met their original intent and are no longer of current or foreseeable use to the County.*

RECOMMENDATION #23: *Establish policies and procedures that identify inactive Commissions and evaluate and determine whether they should be eliminated or disbanded.*

Inactive Commissions remaining on the books for years without being identified and evaluated is a result of the County not having clear policies and procedures, as well as not having a sole entity within the County government organization that is charged with identifying and determining whether Commissions should be eliminated, disbanded, or merged because of inactivity, having met their original intent or other legitimate reasons, such as overlapping purpose and activities with other Commissions. Furthermore, many of the Commissions evaluated in this report do not have sunset review dates, which mean that they have not undergone any type of audit or review process. Hence, in addition to the elimination of the identified Commissions, the report recommends the establishment of clear policies and procedures that systematically identify inactive Commissions and evaluate and determine whether they should be eliminated or disbanded.

Commission Modification

Often times, Commissions were created many years ago, and the originally stated mission and objectives become obsolete over the years. Over time, these Commissions begin to informally or formally modify their mission and activities to fit their needs. During our re-examination of the data and documentation, one of the issues that surfaced was the inconsistency in the officials documents that define the scope of the authorities provided to the Commissions. The Commissions' mission and objectives as listed in the factsheets of the County Committee Book may not reflect the provisions of the Commissions' original and subsequent County Ordinance(s) and/or Board Motion(s). As a result, Commissions may be engaged in activities that are outside the provisions and authorizations contained in the Ordinances and Board Motions.

The possibility of inconsistent documentation can be expected given the passage of time and the lack of effective management over the commission function. Addressing this issue is imperative, especially when that lack of consistent documentation can be the source of conflict or disagreement between what Commissions are expected to do and what they are actually engaged in accomplishing. The County should evaluate whether the factsheets are accurate, and provide a process in which these Commissions have an opportunity to request modifications to their mission statements, goals and objectives. The Board would then have an opportunity to approve or disapprove these changes.

FINDING #14: *Commission factsheets may not reflect the provisions provided under original and subsequent County ordinances and board motions.*

RECOMMENDATION #24: Determine whether Commission factsheets accurately reflect County ordinances and board motions.

One example of a Commission in which its stated mission and objectives are now obsolete is the Labor Management Advisory Committee on Productivity Enhancement ("LACMAC"). LACMAC has been involved in work and activities that were quite different from the other two Commissions that deal with productivity and effectiveness (Quality and Productivity Commission and Commission on Effectiveness and Efficiency), and were different from its original mission and objectives. Rather than focusing on making recommendations to the Board that would lead to cost savings and productivity enhancement, this internal committee consisting of both management and labor representatives had evolved over the years into a space and forum for the discussion of workplace issues and concerns that have not reached the level of a Memorandum of Understanding. LACMAC also reviews annual programs, such as those involving employee wellness, charitable giving and ride sharing and other commuter benefits.

FINDING #15: *There does not appear to be clearly stated policy and systematic process to revise a Commission's stated duties, goals and objectives.*

RECOMMENDATION #25: Develop clear policy and process for the review of requests for modifying stated Commission duties, goals and objectives.

Because of LACMAC's gradual transformation, in reviewing the Committee's meeting minutes and evaluating whether LACMAC activities were aligned with its stated mission, the report found that LACMAC has not been involved in work that fits within its original mission and purpose. However, in its current role and structure, the Committee fulfills a valuable function. Staff assigned to oversee LACMAC stated that the Committee has been planning on revising the mission within the County Committee Book. This report recommends establishing a more apparent and systematic request and review process for Commissions that seek to revise their stated missions and objectives. A possible policy change could be to allow Commissions to make such a request in its sunset or annual self-evaluation report. For a Commission that does not submit a sunset or annual self-evaluation report, the Commission can submit the request to its responsible Department (either the CEO or Executive Office of the Board), which would in turn direct the request to the Board for approval, after reviewing and providing input on the request. A review of this request should consider and weigh whether the Commission, with a new purpose, provides any value and benefit to the County and its residents, and ultimately make a recommendation to the Board to revise the Commission's duties and objectives or to sunset and disband the Commission.

Overlap and Duplication

Children's Services

During the study's fieldwork, Commissions related to children's services were often mentioned as advisory bodies that have the most potential for consolidation because of the perceived higher occurrence of overlap and duplication in mission, objectives and activity. As mentioned earlier, a key function of the County's new CEO-driven cluster structure has been on service integration among the County's varied organizations serving children and families, including not only formal Commissions, but also line departments, informal departmental committees and task forces, and various other community and interjurisdictional councils, partnerships and associations that somehow involve the County service delivery structure. The CEO's Service Integration Branch recently inventoried nearly 170 such children and family service-related bodies within the County. Through enhanced coordination and integration, the Branch is aiming to streamline the County's services and programs to children and families. While there is likely to be overlap and duplication of effort among these various children and family related bodies, this study did not find opportunities for consolidation among the six Commissions evaluated within the study's scope of work that dealt primarily with children related issues:

- Children's Planning Council
- First 5 Los Angeles Commission
- Commission for Children and Families
- Child Support Advisory Board
- Policy Roundtable for Child Care
- Inter-Agency Council on Child Abuse and Neglect (ICAN)

The study reviewed fact sheets, meeting minutes, attendance records, sunset reviews, and internal documents and reports; and interviewed Commission staff, departmental staff, and Commissioners and members. These Commissions are different with respect to organizational structure, membership composition, funding streams, staffing support, and relation to the Board and County departments. For example, the First 5 LA Commission has its own staff and receives its funding from State Proposition 10 tobacco tax revenues to support its programs designed for children from prenatal through age 5, while the Child Support Advisory Board is a more traditionally structured advisory body with limited support staff and funding provided by a line department. Each of the organization has distinct purpose, function, and issues addressed, although there may be certain activities in which these bodies engage that overlap.

FINDING #16: *Each of the six primarily children services related advisory bodies evaluated in this report has distinct purpose, function, and issues addressed, although there is some duplication of effort that can be best remedied through enhanced coordination and oversight.*

For example, ICAN and the Commission on Children and Families request similar data and information regarding child fatalities from the Department of Children and Family Services. According to its FY 2006-07 Annual Report, the Commission on Children and Families created the Child Fatality Committee to become more involved in child death case reviews to better understand and evaluate DCFS' response to child fatalities. The Commission indicated that it was seeking to become more involved in ICAN's Child Death Review Team, which has been in existence since 1978, but concluded that its future role in child death reviews remains unclear. The reason for the Commission's desire to become more involved in child death reviews, given ICAN's existing efforts in the area, is unclear. This case of duplication of effort is very similar to the example provided earlier in this report regarding the DCFS RFP seeking foster care providers, where several advisory bodies responded to the same issue and requested DCFS to provide additional information.

In its evaluation of these six children services related Commissions, this study did not find overlap in terms of overall mission and purpose, but it identified duplication of effort regarding some issues. While this study's findings do not support any merging or elimination of these Commissions, the study seeks to underscore the importance of enhanced oversight and increased accountability of these Commissions. By doing so, the examples of duplication described above could be avoided. As recommended earlier in this report, since the CEO is already deeply involved in efforts to improve service integration and coordination, the CEO could play a significant role in ensuring that duplication is minimized and that actions and decisions do not extend beyond that Commission's stated goals and responsibilities. Based on the previous recommendation of having the CEO overseeing and supporting operations and administrative related Commissions, all six of these children Commissions would be considered as "operational" in function and would, therefore, fall under the purview of the CEO. Assigning these Commissions to the CEO would capitalize upon the CEO's current efforts in integrating and coordinating children and family services and programs across the entire County structure.

Aging and Senior Services

The County of Los Angeles has two advisory Commissions dedicated to addressing the needs and well-being of older residents. First, the Area Agency on Aging ("AAA") Advisory Council was established in 1975 by the State of California and pursuant to the Older Americans Act. The AAA is a separate division within the Community and Senior Services Department's Aging and Adult Services Branch, and is responsible for identifying unmet needs as well as planning, coordinating and implementing programs that promote the health, dignity and well-being of our older residents. The AAA contracts (approximately \$20 million in state and federal funds per year) with 50 community agencies to deliver various services, including senior lunch and home-delivered meals nutrition programs, care management and in-home care.

Since the AAA is not included in the County Committee Book, the authority does not rest with the Board. The AAA Advisory Council's bylaws may be altered, amended or repealed, and new bylaws may be adopted by two-thirds vote of the Council membership present at any regular or special meeting. The Council is comprised of 75 members elected by the existing members of the Council. The AAA's Advisory Council oversees the AAA and advises the Community and Senior Services Department on AAA's operations and services. More specifically, members of the Advisory Council conduct site visits, often with a County nutritionist, to primarily AAA nutrition programs. Serving in an advisory and oversight role to AAA programs, the mission, goals and objectives of the Council appear to be clear and well-defined. The Council has a current annual budget of approximately \$36,000.

The second entity involved in senior services and older adult issues is the Los Angeles County Commission on Aging ("LACCOA"), which unlike the AAA Advisory Council is included in the County Committee Book and is authorized by the Board. The LACCOA is charged with advising the Board and Departments providing services to older adults; assisting local community groups to plan for and develop services for older persons; providing general education programs to create self-sufficiency among older adults; and increasing the understanding of problems, needs, and contributions of such persons to the larger community. The Commission is comprised of 45 members: each Supervisor or his designee, and eight members nominated by each Supervisor. The LACCOA is involved in the Seniors on the Move program with the Los Angeles County Metropolitan Transportation Authority, organizes Older American Recognition Day events, and is currently in the midst of conducting a Needs Assessment of senior needs. The LACCOA has a current annual budget of approximately \$25,000.

There appears to be a viable case for consolidating these two Commissions. Events and meetings which involve the participation of both organizations occur often, as there are members who sit on both Commissions. Based on our analysis, the AAA Council's goals and objectives are clear, and its activities appear to coincide with the stated objectives. On the other hand, the LACCOA's goals and objectives are broad, and a review of meeting minutes suggests a lack of planning and alignment of activities to stated mission and goals. Minutes from 2006 described a Commission retreat in which discussion occurred regarding the need to define the role of LACCOA in light of the existence of the AAA Council. LACCOA recently created an ad-hoc committee to re-evaluate the appropriateness and relevancy of its mission and objectives, and to develop a future direction for the Commission. The ad-hoc committee developed a one-page "Moving Forward" plan outlining a process in which issue topics are selected, work groups are created, work group responsibilities are established, and final products are delivered. While this plan represents a step in the right direction for LACCOA, it does not support the argument for two separate advisory bodies both focusing on similar aging related issues and concerns.

FINDING #17: *There appears to be a high level of duplicative efforts and purpose among the two advisory entities that address senior services and issues in the County.*

RECOMMENDATION #26: Consider merging the Commission on Aging and the Area Agency on Aging Advisory Council into one advisory Commission.

The need for two entities addressing the aging population is unclear and unsubstantiated. In fact, combining the two organizations and their resources would likely eliminate duplicative efforts, resources and member/Commissioner time and, thereby, promote collaboration and improve overall efficiency and effectiveness. For example, the LACCOA is currently conducting a senior needs assessment, while the AAA is required to update the Area Plan for Los Angeles County every four years, which would require a similar needs assessment process. This study does not believe that merging the two entities would hinder the County from receiving community advice on aging issues and advice on County senior services. The Community and Senior Services Department currently receives input and advice from the AAA Council, and there does not appear to be any significant barrier that impacts the communication between the Council and County staff or Board.

Furthermore, most other counties in California do not have more than one citizen advisory body that deals with aging issues. A large county government that has the local Area Agency on Aging strictly serving its residents and no other residents from surrounding counties is more likely not to have another senior-related Commission. For example, Sacramento County has an Adult and Aging Commission, but also participates in the Area 4 Agency on Aging Advisory Council, which serves six counties neighboring Sacramento County. On the other hand, Orange County has a lone Senior Citizens Advisory Council, which advises the Orange County Board of Supervisors, Community Services Agency and the Office on Aging. A similar advisory organization can be implemented in Los Angeles. Since the AAA Advisory Council is required to receive state and federal funds, it is more appropriate to fold the LACCOA under the Council. Our analysis was based on interviews of current and former members of LACCOA and AAA Council and Community Senior Services Department staff. The study also reviewed various documents regarding both advisory bodies from Department staff, and conducted a comparison of Los Angeles County to other counties in the California.

Alcoholism, Narcotics and Dangerous Drugs

In evaluating the Commission on Alcoholism and the Dangerous Drugs and Narcotics Commission, the study interviewed the acting Alcohol & Drug Program Administrator, as well as the Chair of the Commission on Alcoholism, and a member of both Commissions. We reviewed available documents such as meeting minutes, attendance records, and the previous sunset review. We also conducted a comparative analysis of other counties in California, and found that, of the eight surveyed counties, six had advisory bodies focused on alcoholism and dangerous drugs. Each of the six counties has a single, advisory body that focuses on both alcoholism and illegal drugs. For

example, Riverside County has an Advisory Committee on Substance Abuse, and San Diego County has an Alcohol & Drug Advisory Board.

Based on this analysis, we found that there is also overlap or duplication in the mission, efforts and activities of these two advisory bodies. First, the Commission on Alcoholism seeks to reduce alcohol-related problems and the negative impact these problems have on the quality of life in the County. The Commission participates in the planning process pursuant to Article 4 of the Health and Safety Code. The Commission advises the County Alcohol & Drug Program Administration ("ADPA") and the Board on policies and goals. The enabling authority, California Government Code 11810, stipulates that it is the intent of the Legislature to provide maximum flexibility in the use of federal and state alcohol and other drug program funds.

County government is, therefore, given broad authority in determining the methods for encouragement of citizen participation, the scope of problem analysis, and the methods of planning for alcohol and other drug program services. Hence, the Commission, in its current form and structure, is not technically mandated. Citizen participation could be achieved through another avenue. In the past three years, the Commission has received presentations on alcohol-related issues, as well as updates and reports regarding the ADPA's activities. The Commission also planned the Los Angeles Al-Impics event, received legislative updates (particularly Propositions 36 and 63), and made recommendations to the Board on legislative positions. Based on this assessment, the Commission on Alcoholism appears to have met its goals and objectives in the past three years.

On the other hand, the Narcotics and Dangerous Drugs Commission seeks to reduce the illicit use of narcotics and dangerous drugs by advising the Board on drug-related programs in the County. According to subsection (k) of Section 11964 of the Health and Safety Code and the amendments pursuant to Sections 5606.5 and 5652 of the Welfare and Institutions code, counties may have an Advisory Board for drug programs planning and administration. To achieve this end, the Commission reviews legislation, organizes conferences, engages in public education, evaluates drug program needs, and reviews procedures to ensure citizen and professional involvement at all stages of the planning process leading to the formulation and adoption of the County drug portion of the Short-Doyle Plan.

Membership includes representatives nominated by the Board, Mayor of the City of Los Angeles, law enforcement agencies, public drug abuse programs, private drug abuse programs, and the education field. In recent years, the Commission has received presentations from various organizations on drug and alcohol-related issues, coordinated activities with the Alcohol and Drug Programs Administration, and made recommendations to the Board on legislative positions. The Commission also works closely with the Commission on Alcoholism, including the organization and execution of the "Al-impics" special event. The Commission appears to have met its goals and objectives in the past three years.

FINDING #18: *There appears to be a high level of duplicative efforts and purpose among the two advisory entities that address drug and alcohol issues in the County.*

RECOMMENDATION #27: *Consider merging the Commission on Alcoholism with the Narcotics and Dangerous Drugs Commission.*

Both Commissions provide advice and oversee the programs and services of the County Alcohol and Drug Program Administration, as well as work and interact with the same ADPA staff and management. The groups' mission and key objectives appear to have significant commonalities, although they focus on different forms of substance abuse. On several occasions and projects, the Commissions have worked together. Merging of the two organizations into one Commission would minimize redundancy and resources, and would likely maximize efficiency and collaboration. Currently, one ADPA staff member (Commission Assistant) works full time providing support to the Commission on Alcoholism, and a part-time staff person assists with the Dangerous Drugs Commission. The study could not identify any serious problems that may arise from a merger, or other factors that would impede or compromise each of the Commission's original purpose and mission.

However, there was some concern among the stakeholders interviewed regarding the feasibility of addressing both a legal drug and various illegal drugs within one combined Commission. Another concern raised by interviewees is the feasibility of combining the two memberships, which are currently different. The Narcotics and Dangerous Drugs Commission has County contract providers, while the Alcoholism Commission consists of more citizens and consumers. Commissions had attendance rates in the high 60% in 2007, with the Commission on Alcoholism having had a higher vacancy rate of 13%. Furthermore, consolidation of the two advisory entities would not conflict with the stated authorizations that created these Commissions in the first place.

Commission Assessment Summary

Based on this limited amount of information available for evaluation, the study determined whether these Commissions were involved in activities during the past three years that met their stated missions and objectives, as delineated in their factsheets. Determining whether a Commission was effective and efficient was beyond the scope of this study and, as explained earlier in the report, difficult to measure at this time. Without a baseline of annual measurable objectives to compare the Commission's actions and activities against, it is not feasible to develop an objective assessment of a Commission's effectiveness and value added.

Hence, during the course of this study, the consultant team was reluctant to make recommendations with respect to the deletion or sunset of Commissions, unless the Commission has been inactive for an extended period of time and is determined to have no current or future purpose. For the majority of the Commissions, it would not be

appropriate at this time to make a Commission accountable for its past actions or inaction when accountability was rarely demanded of most Commissions.

However, after meeting with members of the Board of Supervisors' offices and the Auditor/Controller Department to review the findings of this draft report, questions were raised regarding the effectiveness of commissions in meeting their goals and objectives. It was requested that our firm provide a more robust discussion and documentation of these commissions' activities and their "value added" to the County. In response to this request, our firm further reviewed and re-documented the activities of all 95 commissions discussed in this report. As part of this subsequent effort, we attempted to answer the following questions:

- 1) Are the Commission's stated mission and goals still relevant within the current County environment?
- 2) Are the Commission's number of meetings held and attendance acceptable (at or above 60%, since quorum is often set at higher than 50%)?
- 3) Did the Commission meet its stated mission and goals?
- 4) Are the Commission's activities and accomplishments significant or offer added value to the County?

After this second review, no major changes were made to our previous recommendations. However, several Commissions, which were initially identified in the draft report as requiring further review within one year, were recommended to be disbanded based on the more stringent criteria. The Commissions recommended to be discontinued are:

- Board of Governors of the County Arboreta and Botanic Gardens
- Los Angeles County Task Force on Nutrition
- Risk Management Advisory Committee
- Treasury Oversight Committee

RECOMMENDATION #28: Discontinue the 4 Commissions identified in the report.

It is important to note that our additional analysis has a number of limitations that must be considered including:

- Lack of a standardized meeting minute format which provided varying levels of detail for conveying commission's activity level
- Incomplete records for certain Commissions
- Lack of documentation for activities occurring outside of regular meetings, such as sub-committee actions or ongoing projects
- Limited access to stakeholders and participants, given the difficulties of obtaining contact information and scheduling under a constrained timeline

Below are summaries of the evaluation conducted of each of the 95 Commissions identified for this study's scope of work. The Commissions are listed in alphabetical order. The study team reviewed meeting minutes and attendance records for the past three fiscal years, as well as various other documents that were provided by the Commissioners, associated staff members, and Auditor-Controller Department (including sunset reviews, if available). The team also conducted in-person and/or phone interviews of the contacts provided to us by the Auditor-Controller Department. More detailed, follow-up phone interviews were conducted of a select group of Commissions.

The additional, subsequent research included: re-review of meeting minutes, interview notes and other available documentation, as well as follow-up contacts with stakeholders. With this subsequent review and analysis, multiple staff members have reviewed and analyzed each Commission.

ACCESS SERVICES INCORPORATED

Type (Chapter)	Five	Number of Meetings Held '07, '06, '05	7,7,9
Subject Area	Transportation	Average Attendance '07, '06, '05	89%, 90%, 91%
Maximum No. of Members	9	Average Vacancy '07, '06, '05	2%, 0%, 1%
Maximum No. of Meetings	12	Compensation	\$100 per meeting

Mission and Goals:

Access Services Incorporated ("ASI") is a state-mandated local governmental agency created by Los Angeles County's public transit agencies to administer and manage the delivery of regional Americans with Disabilities Act ("ADA") paratransit service. The California Government Code 15975 (a) stipulates the "designation of consolidated transportation service agencies within the geographic area of jurisdiction of the transportation planning agency or county transportation Commission." ASI is organized as a California public benefit corporation (non-profit) and is a "governmental" agency within the meanings of the California Fair Political Practices Act and the Open Meetings and Records Act (Brown Act).

The ASI is a Chapter 5 organization, which means that it is a Multi-Jurisdictional Agency. It was established by 44 public fixed route transit operators in Los Angeles County. It is governed by a nine member board appointed by the Los Angeles County municipal fixed route operators, the Los Angeles County local fixed route operators, the City of Los Angeles, the County of Los Angeles, the Transportation Corridor Representatives of the Los Angeles branch of the League of Cities, the Los Angeles County Commission on Disabilities, and the Coalition of Independent Living Centers.

ASI promotes access to all modes of transportation and provides ADA paratransit service on behalf of public transit agencies in Los Angeles County. The Consolidated Transportation Services Agency (CTSA) is a state mandated facilitator and department within Access Services charged with the development and implementation of regional coordination of services and improvement of social service transportation for persons with severe disabilities, as required by the ADA.

Meetings Held, Attendance and Vacancy:

In each of the past three years, the ASI Board of Directors held 7 to 9 meetings, which is fewer than the 12 maximum number of meetings delineated in the County Committee Book. The ASI Board of Directors had one of the highest attendance rates among the County's various Commissions, averaging 90% during the three-year period under review, while the vacancy rate was no more than 2%.

Activities and Accomplishments:

Access Paratransit is the service name of the ADA Complementary Paratransit service for functionally disabled individuals travelling in Los Angeles County. Access Paratransit transportation service is available for any ADA paratransit eligible individual to any location within $\frac{3}{4}$ of a mile of any fixed route bus operated by the Los Angeles County public fixed route bus operators and within $\frac{3}{4}$ of a mile around METRO Rail stations during the hours that the systems are operational. Access Paratransit operates seven days a week, 24 hours of the day in most areas of Los Angeles County. It is a shared ride service that operates curb-to-curb and utilizes a fleet of small buses, mini-vans and taxis. The ASI Board of Directors provides oversight of the non-profit agency by approving service contracts, reviewing and taking positions on Local, State and Federal transportation related legislation, monitoring of contracted legislative advocacy efforts, and reviewing budgetary and financial statements, among other activities.

Conclusion:

ASI provides critical services to an underserved population in Los Angeles County. Furthermore, the activities of the ASI and its Board in the past three years are significant and are well aligned with their mission and objectives. Although the County helped create the ASI, it is a state-mandated, non-profit, and multi-jurisdictional organization and, thus, the County does not have sole or final authority with ASI. For these reasons, this report recommends that this organization is maintained.

ACCESSIBILITY APPEALS BOARD

Type (Chapter)	One	Number of Meetings Held '07, '06, '05	0,0,0
Subject Area	Community & Economic Development	Average Attendance '07, '06, '05	Not Applicable
Maximum No. of Members	6	Average Vacancy '07, '06, '05	Not Applicable
Maximum No. of Meetings	12	Compensation	\$75 per meeting NTE: 36 mtgs/yr

Mission and Goals:

The Accessibility Appeals Board hears and determines written appeals pertaining to actions or decisions taken by the Building Official regarding enforcement and applications. The Board advises the Building Official and the Board on matters relating to access by the physically disabled, and recommends to the Board the granting of exceptions from the Government Building Code. The membership requires two physically disabled members, two members experienced in construction, one member of the public, and the Public Works Director serving as ex-officio.

Meetings Held, Attendance and Vacancy:

The County is required to maintain this Appeals Board so that it is available when needed, but it has not met in the past three years (since 2004).

Activities and Accomplishments:

See above.

Conclusion:

Since the County is required to maintain this Appeals Board, it is recommended that the Accessibility Appeals Board be maintained.

ANTELOPE VALLEY AIR QUALITY MANAGEMENT DISTRICT GOVERNING BOARD (ANTELOPE VALLEY AIR POLLUTION CONTROL DISTRICT)

Type (Chapter)	Five	Number of Meetings Held '07, '06, '05	7,7,9
Subject Area	Environment	Average Attendance '07, '06, '05	82%, 70%, 78%
Maximum No. of Members	7	Average Vacancy '07, '06, '05	0%, 12%, 0%
Maximum No. of Meetings	12	Compensation	\$100 per meeting

Mission and Goals:

AB 2666 established the Antelope Valley Air Pollution Control District in 1996, according to the Health and Safety Code 40106. In 2001, AB 771 abolished the Antelope Valley Air Pollution Control District and established the Antelope Valley Air Quality

Management District (“AVAQMD”), according to Health and Safety Code 41300 et seq. California Government Code 41300 also stipulates that the Antelope Valley District represents the citizens of the Antelope Valley district in influencing the decisions of other public and private agencies whose actions may have an adverse impact on air quality within the Antelope Valley District.

As a Chapter 5 organization, the AVAQMD is a multi-jurisdictional agency responsible for the development, implementation, monitoring and enforcement of air pollution control strategies and motor vehicle use reduction measures. The membership requires two members of the Lancaster City Council, two members of the Palmdale City Council, two persons appointed by the member of the Board of Supervisors who represents a majority of the population of the AVAQMD (one of whom may be that Supervisor), and a public member.

Meetings Held, Attendance and Vacancy:

While the AVAQMD Board met no more than 9 times in each of the past three years out of the maximum 12 annual meetings allowed by the County Committee Book, attendance is relatively high. In 2007, the AVAQMD Board had an 82% attendance rate and no vacancy.

Activities and Accomplishments:

As the air pollution control agency for the Antelope Valley, the AVAQMD is involved in various programs and activities to protect the public health from air pollution, with sensitivity to the impacts of its actions on the community and businesses. In addition to providing public policy analysis on related air quality and other environmental legislation, the AVAQMD monitors the air for compliance with air pollution laws and provides funding for projects to reduce air pollution. The AVAQMD’s Air Monitoring section of the AVAQMD is charged with monitoring the air in compliance with the Federal Clean Air Act and California air pollution laws. The Air Monitoring section measures the concentration in the ambient air of six air pollutants: particulate matter (PM), sulfur dioxide (SO₂), nitrogen dioxide (NO₂), carbon monoxide (CO), photochemical oxidants (O₃), and lead (Pb).

AVAQMD uses motor vehicle registration fees to support district operated planning, monitoring, enforcement and technical studies necessary to implement the California Clean Air Act (CCAA), and for incentive-based emission reduction funding programs. These funds are used for the Carl Moyer Program, the Lower Emission School Bus Replacement Program, an agricultural assistance program, light duty voluntary vehicle retirement program. For example, the AVAQMD’s Carl Moyer Program provides funding for local, cost-effective projects to upgrade heavy-duty diesel equipment using proven technologies and procedures that reduce oxides of nitrogen (NO_x), particulate matter (PM) and reactive organic gases (ROG) from diesel-powered engines.

Conclusion:

The AVAQMD is a Chapter 5 (Multi-Jurisdictional) organization, in which the County of Los Angeles participates, but does not have sole or final authority. The AVAQMD provides critical services for County residents, while the AVAQMD Governing Board provides the necessary fiduciary oversight of the operations, finances and programs of the AVAQMD. The AVAQMD and its Governing Board have met their goals and objectives in the past three years. For these reasons, the report recommends that the AVAQMD Governing Board be maintained.

ARCHITECTURAL EVALUATION BOARD

Type (Chapter)	One	Number of Meetings Held '07, '06, '05	3,3,2
Subject Area	Community & Economic Development	Average Attendance '07, '06, '05	62%, 71%, 64%
Maximum No. of Members	7	Average Vacancy '07, '06, '05	0%, 0%, 0%
Maximum No. of Meetings	N/A	Compensation	No

Mission and Goals:

The Architectural Evaluation Board ("AEB") is responsible for keeping record of architectural firms that request consideration for County work. They assist the Board in selecting the most qualified architectural-engineering ("A/E") firms for the design of County capital projects. This Board submits recommended lists for capital projects, formulates key policies and procedures, and establishes criteria for listing firms eligible for County contracts. The primary purpose of the AEB is to avoid the use of only a select few A/E firms for the County's capital projects by spreading awards among qualified A/E firms.

In order to be considered for County capital projects, the A/E firm has to apply for inclusion on the AEB list of A/E firms. A firm cannot respond to a Public Works RFP for A/E services unless the firm has been pre-qualified and pre-selected by the AEB. The Director of Public Works is directed to maintain an active up-to-date file on all A/E firms interested in performing services for the County. According to Department of Public Works staff responsible for administrative support to the AEB, there are an estimated 200 A/E firms on the AEB's master list. After the AEB provides a short list of A/E firms determined to be best qualified for the requested service, a separate interdepartmental selection committee – consisting of Public Works staff, user departments, and CEO – is responsible for the final selection. AEB is not involved in the firm selection process.

The membership requires two architects nominated by the American Institute of Architects, one architect nominated by the Society of American Registered Architects, one financial specialist, one engineer or contractor nominated by the Greater Los

Angeles Area Chamber of Commerce, one architect, and one business administrator with at least a B.A. in Business Administration nominated by the Board.

Meetings Held, Attendance and Vacancy:

Regular meetings are to be held monthly, but the AEB met only 8 times during the three-year period. Average attendance at meetings from 2005 to 2007 was approximately 66%. This was a satisfactory attendance rate.

Activities and Accomplishments:

In a review of AEB documents and stakeholder interviews, it was shown that the AEB reviewed submittals from A/E firms; recommended firms for projects; approved changes to the construction budget; and selected A/E firms as needed. In 2007 alone, the AEB recommended eight firms for a facilities condition assessment project, 31 firms for a facilities condition assessment project, 20 firms for various as-needed projects, and 12 firms for a tenet improvement project. For example, more recently in July 2008, the Department of Public Works entered into agreement with 10 AEB-selected firms for as-needed A/E agreements services for construction projects. The agreement was for a two-year term with an option for an additional year for each firm. Each agreement could not exceed a \$500,000 fee for an aggregate total of \$5 million.

Conclusion:

Based on our analysis of documents and stakeholder interviews, the AEB performs an important function to ensure quality and competitiveness among A/E contractors pursuing County capital projects, and the AEB's activities are aligned with this stated mission. The AEB met as a quorum and made reviews, recommendations, submittals, and approvals on architectural work as an advisory body acting on behalf of the County. Given its activities in the past three years and the fact that all capital projects needing A/E services must use AEB-selected firms, this report recommends that the AEB be maintained.

AREA AGENCY ON AGING ADVISORY COUNCIL

Type (Chapter)	Other	Number of Meetings Held '07, '06, '05	Incomplete Data
Subject Area	Aging & Elderly	Average Attendance '07, '06, '05	Incomplete Data
Maximum No. of Members	45	Average Vacancy '07, '06, '05	Incomplete Data
Maximum No. of Meetings	N/A	Compensation	Not Available

Mission and Goals:

The Area Agency on Aging ("AAA") Advisory Council was established in 1975 by the State of California and pursuant to the Older Americans Act. The AAA is a separate division within the Community and Senior Services Department's Aging and Adult Services Branch, and is responsible for identifying unmet needs as well as planning,

coordinating and implementing programs that promote the health, dignity and well-being of our older residents. The AAA contracts (approximately \$20 million in state and federal funds per year) with 50 community agencies to deliver various services, including senior lunch and home-delivered meals nutrition programs, care management and in-home care.

Since the AAA is not included in the County Committee Book, the authority does not rest with the Board. The AAA Advisory Council's bylaws may be altered, amended or repealed, and new bylaws may be adopted by two-thirds vote of the Council membership present at any regular or special meeting. The Council is comprised of 75 members elected by the existing members of the Council. The Council has a current annual budget of approximately \$36,000.

Meetings Held, Attendance and Vacancy:

Data and information was incomplete.

Activities and Accomplishments:

During the review period, the AAA's Advisory Council oversaw the AAA and advised the Community and Senior Services Department on AAA's operations and services, particularly with those provided by the 50 or so contracted community agencies. More specifically, members of the Advisory Council conducted site visits, often with a County nutritionist, to primarily AAA nutrition programs.

Conclusion:

Serving in an advisory and oversight role to AAA programs, the mission, goals and objectives of the Council appear to be clear and well-defined. The AAA Advisory Council's activities appear to be in alignment with the mission and goals of the organization. Since the Advisory Council is state mandated and required of state funding, the County does not have the authority to disband or alter the Council in any way. For these reasons, the report recommends that the AAA Council be maintained. Furthermore, the report discusses and recommends the possibility of merging the Commission on Aging into the AAA Advisory Council.

AVIATION COMMISSION

Type (Chapter)	One	Number of Meetings Held '07, '06, '05	8,10,10
Subject Area	Transportation	Average Attendance '07, '06, '05	76%, 72%, 69%
Maximum No. of Members	10	Average Vacancy '07, '06, '05	0%, 12%, 10%
Maximum No. of Meetings	12	Compensation	\$25 per meeting NTE: 24 mtgs/yr

Mission and Goals:

The Aviation Commission is responsible for recommending master plans for airports, regulations and specifications for permits, acquisition of sites, regulations for management and operation of airports, and regulations for development and enlargement to the Board, County Planning Commission, and Public Works Department.

Meetings Held, Attendance and Vacancy:

Regular meetings of the Aviation Commission are to be held monthly. The Commission met 28 times during 2005-2007. Average attendance at meetings from 2005 to 2007 was approximately 72%, which is a satisfactory attendance rate based on our threshold.

Activities and Accomplishments:

In the past year, the Aviation Commission has approved a Consumer Price Index (CPI) rate increase on hanger rentals, discussed plans to utilize funding for runway expansions/rehabilitation efforts, and followed relevant legislation and recommended positions on legislation to the Board. Generally at these meetings, this Commission receives and reviews reports from airport project managers, conducts airport user surveys, and reviews airport strategic plans and hanger development plans.

Conclusion:

Given the activities described above, this report concluded that the Aviation Commission's activities were aligned with the Commission's advisory mission and objectives. The report recommends that the Aviation Commission be maintained.

BOARD OF DIRECTORS OF THE LOS ANGELES COUNTY PUBLIC WORKS FINANCING AUTHORITY

Type (Chapter)	Two	Number of Meetings Held '07, '06, '05	Not Available
Subject Area	Public Works	Average Attendance '07, '06, '05	Not Available
Maximum No. of Members	5	Average Vacancy '07, '06, '05	Not Available
Maximum No. of Meetings	1	Compensation	No

Mission and Goals:

The Board of Directors of the Los Angeles County Public Works Financing Authority is responsible for providing the acquisition, disposition and/or financing of public capital improvements, and/or working capital for the contracting parties in those instances in which the contracting parties or any of them, as the case may be, determine that there are "significant public benefits" for taking such action, within the meaning of Section 6586 of the Bond Law. The Board of Directors also provides for the exercise of all powers common to the contracting parties and all powers provided to the Authority by the Act, the Bond Law and any other law now in effect or hereafter enacted. Each

member of the Board is a member of the Board of Directors of the Los Angeles County Public Works Financing Authority.

Meetings Held, Attendance and Vacancy:

Data and information were not available.

Activities and Accomplishments:

Data and information were not available.

Conclusion:

Each member of the Board is a member of the Board of Directors of the Los Angeles County Public Works Financing Authority. The Board of Directors' responsibility in the approval and issuance of bond revenues to support public capital improvements and/or working capital is critical to the functioning of the County government. The report recommends that this Board of Directors be maintained.

BOARD OF EXAMINERS OF PLUMBERS AND GAS FITTERS

Type (Chapter)	One	Number of Meetings Held '07, '06, '05	6,6,5
Subject Area	Labor & Government	Average Attendance '07, '06, '05	Not Available
Maximum No. of Members	5	Average Vacancy '07, '06, '05	Not Available
Maximum No. of Meetings	6	Compensation	\$50 per meeting NTE: 52 mtgs/yr

Mission and Goals:

The Board of Examiners of Plumbers and Gas Fitters is responsible for giving plumber and gas fitter examinations as required by County Code. The Board of Examiners examines applicants for classification applications, maintains a list of agencies that have satisfactory examination and qualification processes, reviews charges against any holder of a Certificate of Registration, and acts as Board of Appeals in determining appeals arising from actions by the Chief Plumbing Inspector. The Board of Examiners conducts these exams every other month, as required by Code. For this reason, the Board of Examiners' stated mission and goals are still relevant within the current County environment.

Meetings Held, Attendance and Vacancy:

The Board of Examiners of Plumbers and Gas Fitters held a total of 17 meetings over the past three years. It is required to meet and hold examinations every other month under County code. Attendance and vacancy rates were not able to be determined based on available information. However, as of April 2008, there was one vacancy.

Activities and Accomplishments:

As explained above, the Board of Examiners of Plumbers and Gas Fitters is responsible for holding plumber and gas fitter examinations as required by County Code. The Board of Examiners examined 72 applicants for classification applications, of which 22 were qualified by the Board as Journeyman Plumbers.

Conclusion:

The Board of Examiners met its mission by holding the required examinations for plumber and gas fitter classifications, as required by County Code. For this reason, this Board of Examiners is recommended to be maintained.

BOARD OF GOVERNORS, DEPARTMENT OF MUSEUM OF NATURAL HISTORY

Type (Chapter)	One	Number of Meetings Held '07, '06, '05	1,1,1
Subject Area	Arts, Parks & Recreation	Average Attendance '07, '06, '05	60%, 53%, 60%
Maximum No. of Members	15	Average Vacancy '07, '06, '05	0%, 0%, 0%
Maximum No. of Meetings	1	Compensation	No

Mission and Goals:

The Board of Governors of the Department of the Museum of Natural History is responsible for developing and establishing museum, determining museum goals and programs, and providing general governance and a review of Museum operations under the management of the Director. The Board of Governors serves as advisors to the Board, with respect to all facets of Museum operations, including future goals and programs. The Board of Governors is also responsible in promoting the image of the Museum to the public about its cultural and educational activities. The Board of Governors contributes regionally, nationally or internationally to coordinated efforts from which the Museum may eventually be a direct or indirect beneficiary.

The Board of Governors, which meets once per year, elect from the members a President of the Board of Governors by majority vote. Each County Supervisor appoints three members to the Board of Governors. These 15 governors serve on the Board of Trustees of the Museum of Natural History Foundation, which is a private entity delegated with the responsibility for day-to-day operation of the Museum. Along with the Supervisor-appointed governors, the Foundation's Board of Trustees consists of an additional 25 to 30 private members appointed by the Board of Trustees, which meets quarterly. The Museum is supported by County funding in the amount of approximately \$11 to \$12 million annually, while the Foundation contributes \$15 million annually for operations.

The Museum's staff consists of 250 Foundation employees and 28 County employees. In the selection of the Museum Department Director, the Board of Trustees has the sole responsibility of screening, interviewing, and selection of candidates. The Board of Trustees would then recommend to the Board of Supervisors to hire the selected candidate, who would then be hired as a County employee.

Meetings Held, Attendance and Vacancy:

Regular meetings of the Board of Governors are to be held once annually. Average attendance at meetings from 2005 to 2007 was approximately 58%. Attendance in 2007 was 60%. While the Board of Governors does not typically have exemplary attendance, attendance is not problematic, given the Board of Governors' important fundraising role. There were no vacancies during the three-year period. As of April 2008, there was one vacancy.

Activities and Accomplishments:

A review of documentation for the two Board of Governors meetings during 2006 and 2007, the Board of Governors elected new board members, approved resolution to nominate an individual for a committee, and approved resolution to protecting the County from repayment obligations pertaining to bonds secured for improvements to the museum. According to staff interviews, the role of the Board of Governors, beyond these annual meetings, in fund development is critical.

Conclusion:

The public-private partnership of the Board of Governors maximizes the operational and fundraising autonomy of the Museum. But primarily because the County owns the Museum facilities, the structure allows for County involvement in certain key functions (policy setting by the Board of Governors and operations through management staff). For example, the Board of Governors has approved a resolution acknowledging that if the Foundation secures issuance of bonds for improvements, the County will not have any obligation for repayment but will continue to use the improved facilities for tax exempt purposes. Despite its relatively low attendance rate, given the important role of the Board of Governors to this public-private partnership, we found that the Board of Governors' work has been aligned with its mission and objectives. This report recommends this entity to be maintained.

BOARD OF GOVERNORS OF THE COUNTY ARBORETA AND BOTANIC GARDENS

Type (Chapter)	One	Number of Meetings Held '07, '06, '05	Incomplete Data
Subject Area	Arts, Parks and Recreation	Average Attendance '07, '06, '05	Incomplete Data
Maximum No. of Members	15	Average Vacancy '07, '06, '05	Incomplete Data
Maximum No. of Meetings	6	Compensation	No

Mission and Goals:

The Board of Governors of the County Arboreta and Botanic Gardens provides advice and support for the Board of Supervisors and Director in general management of the County's Arboreta and Botanic Gardens.

Meetings Held, Attendance and Vacancy:

There is incomplete data on the number of meetings held and attendance. This Board is expected to meet every other month. There has been discussion of vacancies on the Board at these meetings. However, as of April 2008, there were two vacancies, which is approximately 13% of full membership.

Activities and Accomplishments:

Based on available information on Board of Governors' meetings, the Board of Governors reviewed individual garden reports, and discussed strategies for increasing the visibility of the gardens, possibly through billboards. Furthermore, the goals and the organizational structure of the Board of Governors were discussed; however, it was unclear whether any decisions were made. During the past three years, the Board of Governors made one recommendation to the Board.

Conclusion:

The purpose and goal of this Board of Governors appear to be unclear. Currently, the primary purpose of this Board appears to be maintaining communication between the four County gardens. Given the size and function of the County Arboreta and Botanic Gardens and its relationship to the public, the role of the Board of Governors in citizen participation could be critical and necessary.

A redefining of the role and mission – which are too broadly defined – of the Board of Governors is necessary to make it more relevant to the needs of the County Arboreta and Botanic Gardens and the Parks and Recreation Department (which serves as the oversight agency). The ineffectiveness of the Board of Governors could be a result of the lack of organizational development and strategic planning. However, this report evaluated the Board of Governors on whether its intended mission and objectives remain relevant, and whether its activities and accomplishments were appropriate and reflective of its purpose and mission. We were not tasked with determining what the Board of Governors can and should accomplish.

In this context, based on materials and stakeholder interviews, the Board of Governors does not appear to have been actively engaged in activities that were aligned with its mission and objectives. For these reasons, while the County may subsequently determine that an oversight entity with defined responsibilities is needed to oversee the County arboreta and gardens, the report recommends that the existing Board of Governors be disbanded.

BUILDING BOARD OF APPEALS

Type (Chapter)	Community & Economic Development	Number of Meetings Held '07, '06, '05	0,0,0
Subject Area	One	Average Attendance '07, '06, '05	Not Available
Maximum No. of Members	5	Average Vacancy '07, '06, '05	Not Available
Maximum No. of Meetings	12	Compensation	\$75 per meeting NTE: 36 mtgs/yr

Mission and Goals:

The Building Board of Appeals adopts rules and regulations for conducting building investigations. They investigate and conduct hearings on appeals of decisions by the Director of Public Works. The membership requires one architect, one builder, one lawyer, and two structural engineers.

Meetings Held, Attendance and Vacancy:

The Building Board of Appeals has not met in the past three years.

Activities and Accomplishments:

See above.

Conclusion:

While this Appeals Board has not met in three years, the County is required to maintain this Appeals Board for when appeals cases arise. For this reason, the report recommends that this Appeals Board be maintained. See further discussion in the report regarding the various Appeals Boards.

BUILDING REHABILITATION APPEALS BOARD

Type (Chapter)	One	Number of Meetings Held '07, '06, '05	12,10,11
Subject Area	Community & Economic Development	Average Attendance '07, '06, '05	80%, 82%, 84%
Maximum No. of Members	5	Average Vacancy '07, '06, '05	0%, 0%, 0%
Maximum No. of Meetings	12	Compensation	\$75 per meeting NTE: 36 mtgs/yr

Mission and Goals:

The Building Rehabilitation Appeals Board ("BRAB") makes written findings of fact as to whether or not a building or property is a substandard building or substandard property. The BRAB then holds a hearing and considers all competent evidence, including verbal testimony and photographs, offered by any person pertaining to the matters set forth in the report of the building official. The BRAB also adopts reasonable rules and regulations for conducting its investigations into matters of substandard

building and property for conducting its investigations into matters pertaining to substandard buildings and property. The BRAB may or may not confirm the building official's finding(s) that the property is substandard, and declare the property a public nuisance because it is: a.) Injurious to health; b.) offensive to the senses; and c.) obstructs the free use of neighboring property so as to interfere with the comfortable enjoyment of life and property.

When the BRAB finds that the building is a substandard building and is declared a public nuisance based on its findings, the BRAB orders the abatement of this nuisance by barricading, demolition, repair or rehabilitation of the substandard building or portion thereof or at the option of the party concerned. The order also may require that the substandard building be vacated. When the BRAB finds that a property is substandard and is declared a public nuisance, the BRAB will order the abatement of the nuisance by means the BRAB deems most feasible. If requested, the BRAB will determine the reasonableness and correctness of the assessment, or both, and also if requested, the necessity of demolition or other work. The Building Rehabilitation Appeals Board will notify all such persons of its decisions in writing. The BRAB may also determine the reasonable value of salvage.

Meetings Held, Attendance and Vacancy:

The Building Rehabilitation Appeals Board is expected to meet on a monthly basis. During the past three years, the BRAB has met 33 times. Attendance during this period averaged 82%, while there were no vacancies during this three-year period.

Activities and Accomplishments:

At each of these meetings, the BRAB held hearings regarding a number of substandard building cases, and approves orders for the successful abatement of the nuisance. For example, in 2007 alone, the BRAB processed and placed over 110 substandard abatement orders.

Conclusion:

Given the purpose and actual activities of the Building Rehabilitation Appeals Board, the report found that its activities during the past three years were in alignment with its mission and objectives. This report recommends that the BRAB be maintained.

CAL-ID BOARD

Type (Chapter)	Five	Number of Meetings Held '07, '06, '05	1,4,4
Subject Area	Public Safety	Average Attendance '07, '06, '05	86%, 71%, 75%
Maximum No. of Members	7	Average Vacancy '07, '06, '05	0%, 0%, 0%
Maximum No. of Meetings	12	Compensation	No

Mission and Goals:

“California Identification System” or “CAL-ID” refers to the automated system maintained by the California State Department of Justice for retaining fingerprint files and identifying latent fingerprints. The County’s CAL-ID Board is responsible for the implementation and management details for the CAL-ID System. The CAL-ID Board also develops any procedures necessary to regulate the ongoing use and maintenance of the equipment, adhering to the policy guidelines and procedures adopted by the Department of Justice. California Government Code 11112.4 stipulates that within each county or group of counties eligible to receive funding under the department’s master plan for equipment, that elects to participate in the Remote Access Network (“RAN”), a local RAN Board (or CAL-ID Board) must be established.

CAL-ID Board membership is multi-jurisdictional. It requires the Chairman of the Board of Supervisors to serve or the Board Chairman can designate a member of the Board to serve in his/her place. Other members of the CAL-ID Board must include: the Sheriff; District Attorney; the Chief of Police of a department having the largest number of sworn personnel in Los Angeles County (City of Los Angeles); a second Chief of Police selected from the other Chiefs within Los Angeles County; the Mayor of the City with the greatest population within Los Angeles County (City of Los Angeles); and one member at large chosen by the members of the CAL-ID Board.

Meetings Held, Attendance and Vacancy:

The original intent was to expect the CAL-ID to meet on a monthly basis. However, it appears that the organization has changed into meeting quarterly, although available data for 2007 shows that there was only one meeting held. Attendance was high during this three-year period, averaging 77%, and there were no vacancies during this period.

Activities and Accomplishments:

In the past three years, the CAL-ID Board has approved and reviewed expenditures (i.e., the purchase of additional Cogent Latent Input Terminals for the LASD Crime Lab and the training of 50 individuals from member agencies at the International Association for Identification Conference), overseen program implementation and regularly heard program updates from member staffs (such as on the status of the Livescan network, installations, and enhancements), and reviewed related legislation and recommend public policy positions.

Conclusion:

A review of the CAL-ID Board’s activities in the past three years shows that the organization has been in alignment with its stated mission and objectives. Given the important role of the CAL-ID Board and the fact that it is a State-mandated multi-jurisdictional agency, the report recommends that the CAL-ID Board be maintained.

CAPITAL PROJECTS APPEALS BOARD

Type (Chapter)	One	Number of Meetings Held '07, '06, '05	0,0,0
Subject Area	Public Works	Average Attendance '07, '06, '05	Not Available
Maximum No. of Members	5	Average Vacancy '07, '06, '05	Not Available
Maximum No. of Meetings	12	Compensation	No

Mission and Goals:

The Capital Projects Appeals Board settles disputes between the Director of Public Works and general contractors with respect to cost of and/or additional time required for proposed changes to County projects. The membership requires one member from the Associated General Contractors, one member from the Los Angeles Building & Construction Trades (AFL-CIO), one member from the American Institute of Architects, one member from the California Society of CPAs, and one businessman experienced in the building field.

Meetings Held, Attendance and Vacancy:

The Capital Projects Appeals Board has not met in the past three years.

Activities and Accomplishments:

See above.

Conclusion:

Although the Capital Appeals Board has been inactive for many years, the County is required to maintain this Appeals Board for situations upon which the Appeals Board is needed. For this reason, this report recommends that the Capital Appeals Board be maintained. See further discussion regarding Appeals Boards in general in the report.

CHILD SUPPORT ADVISORY BOARD

Type (Chapter)	One	Number of Meetings Held '07, '06, '05	10,10,10
Subject Area	Family Services	Average Attendance '07, '06, '05	59%, 64%, 62%
Maximum No. of Members	17	Average Vacancy '07, '06, '05	12%, 5%, 0%
Maximum No. of Meetings	12	Compensation	No

Mission and Goals:

The Child Support Advisory Board assists the County in meeting established time frames for upgrading family support services. The Advisory Board generates advice to

improve communications and makes recommendations to the Board in regards to improving efficiency and effectiveness. The Advisory Board also provides quarterly reports to the Board. The Advisory Board works with the Child Support Services Department to improve client services and meet the performance standards set by the State and Federal Governments. The membership requires two members nominated by each Supervisor, Public Social Services Department Director or designee, Child Support Services Department Director, the Presiding Judge of Los Angeles Superior Court Director, Children & Family Services Department Director, Chief Information Officer, a member from the State Franchise Tax Board to serve as ex-officio, and a member from the California Department of Child Support Services to serve as ex-officio.

Meetings Held, Attendance and Vacancy:

This Advisory Board is expected to meet monthly, but has met 10 times each year for the past three years. The average attendance rate for 2005 through 2007 was 62%. This was a satisfactory attendance rate. Meeting attendance, vacancies, and quorums have been discussed by the Advisory Board as an issue. The Advisory also discussed the possibility of moving to bi-monthly meetings (every other month). In 2007, the average vacancy rate was 12%. As of April 2008, there were two vacancies (12% of full membership).

Activities and Accomplishments:

This Committee reviewed the Current Support Performance Measure, to determine the percentage of child support collected and discussed strategies for meeting goals in increased collection rates including various "campaigns." The Committee heard reports from the Department of Child Support Services on a number of issues including:

- Ensuring confidentiality in domestic violence cases
- Implementation Compromise of Arrears Program (COAP) and I-COAP
- Impact of potential State budget cuts
- Automation
- Implementation of centralized intake/benchmarks
- Impact of State Disbursement Unit (SDU) and Statewide Systems (SWS) transitions
- Program Implementation Plan (PIP)

The Committee also heard and discussed recommendations on Best Practices Re-Engineering (BPR). The Committee authorized a representative to meet with County Counsel to explore options available to seek a unified determination of date of referral. The Committee also heard an update on a possible MOU with the District Attorney for criminal collection and service of warrants.

Conclusion:

It cannot be determined from the meeting minutes whether the objective of reporting data, information and recommendations to the Board of Supervisors was achieved. The

Advisory Board spent significant amount of time at the meetings hearing reports from the Department representatives, but limited action was taken. However, the lack of action does not necessarily mean that the Commission is ineffective. Hearing staff reports is an important duty of these Commissions, particular those that have an advisory and oversight capacity over line departments.

Nevertheless, citing these factors, certain County stakeholders were questioning whether the Advisory Board brings any value, since objectives were vague and few decisions were made. The Advisory Board was perceived as becoming more focused on individual cases, rather than on larger policy and operational issues. According to some interviews, member organizations usually assigned lower level staff without voting power to attend the Advisory Board meetings. On the other hand, citizen Advisory Board members deemed the organization as useful, particularly its involvement in and contribution to important policy related matters and discussions.

While the Advisory Board's activities did not meet all of its stated goals or objectives, the Advisory Board's efforts during the three-year period were aligned with most of these objectives, particularly those focused on assessing and providing advice on improving the efficiency and effectiveness of the Child Support Services Department. For this reason, coupled with belief that the Advisory Board's mission and function remain relevant in the current County environment, it is recommended that the Advisory Board be maintained. Note that a sunset review conducted in 2006 found the Advisory Board's accomplishments to be significant and recommended its sunset date to be extended.

CITY SELECTION COMMITTEE

Type (Chapter)	Five	Number of Meetings Held '07, '06, '05	1,2,1
Subject Area	Labor & Government	Average Attendance '07, '06, '05	56%, 48%, 60%
Maximum No. of Members	88	Average Vacancy '07, '06, '05	0%, 0%, 0%
Maximum No. of Meetings	4	Compensation	No

Mission and Goals:

The City Selection Committee appoints City representatives to boards, commissions and agencies as may be required by law, such as LAFCO, South Coast Air Quality Management District, Los Angeles County Metropolitan Transportation Authority (METRO), and Los Angeles County Hazardous Waste Management Advisory Committee. The Committee also nominates for appointment members to the California Coastal Commission. Membership is multi-jurisdictional and requires the mayor of each city within Los Angeles County.

Meetings Held, Attendance and Vacancy:

This Committee is intended to meet quarterly, but has met four times over the past three years. The average attendance over this three year period is 53%. Due to the large size of the Committee (49 members), with a representative (mayor) from every city in Los Angeles County, achieving quorum can be a problem, according to stakeholders.

Activities and Accomplishments:

Based on available documents during the three-year period, the Committee has appointed members to the Library Commission, the MTA Board, the AQMD Board, the Local Agency Formation Commission, and the Independent Citizens' Oversight Committee Proposition E Service Tax. The Committee also recommended a nominee for the California Coastal Commission to the Senate Rules Committee.

Conclusion:

Due to the large number of representatives on the Committee, according to a Committee member, it may take up to 6 months to be able to hold such a meeting, slowing up the process of filling vacant positions. Nevertheless, based on available information, the City Selection Committee's mission is relevant in the County, and the organization's activities in the past three years have been aligned with its stated mission and objectives. Furthermore, the Committee is a Chapter 5 organization or Multi-Jurisdictional Organization, in which the County does not have sole or final authority. For these reasons, this report recommends that this Committee be maintained.

CLEAN FUEL PROGRAM TECHNICAL REVIEW COMMITTEE

Type (Chapter)	One	Number of Meetings Held '07, '06, '05	0,0,0
Subject Area	Transportation	Average Attendance '07, '06, '05	Not Available
Maximum No. of Members	6	Average Vacancy '07, '06, '05	Not Available
Maximum No. of Meetings	4	Compensation	No

Mission and Goals:

The Clean Fuel Program Technical Review Committee provided direct input into a cooperative clean fuels project selection process and recommended projects for SQAQMD Governing Board approval.

Meetings Held, Attendance and Vacancy:

The Clean Fuel Program Technical Review Committee has not met since 1999, because the original purpose of committee was met.

Activities and Accomplishments:

See above.

Conclusion:

Since this Committee has not met since 1999 and the original purpose of committee has already been achieved, this report recommends that the Committee be eliminated from the County Committee Book.

COMMISSION FOR CHILDREN AND FAMILIES

Type (Chapter)	One	Number of Meetings Held '07, '06, '05	23,22,20
Subject Area	Children Services	Average Attendance '07, '06, '05	70%, 69%, 71%
Maximum No. of Members	15	Average Vacancy '07, '06, '05	17%, 10%, 22%
Maximum No. of Meetings	12	Compensation	\$25 per meeting NTE: 24 mtgs/yr

Mission and Goals:

The Commission for Children and Families monitors programs and services to children and families at risk to ensure a comprehensive, coordinated, and well-integrated County/community service delivery system. The Commission reviews programs administered to at-risk children, receives input about programs from community groups and presentations from line departments, creates and distributes bi-annual reports to the Board, and makes recommendations about child-related legislation and for improvement to department heads and the Board. The membership requires three members nominated by each Supervisor. Given its current structure and activities, the Commission has met its goals and objectives in the past three years.

Meetings Held, Attendance and Vacancy:

The Commission for Children and Families is expected to have twelve meetings per year, but the Commission met an average of approximately 21 times during each of the past three years. Nevertheless, the average meeting attendance from 2005–2007 was 70%, which is satisfactory; while the vacancy rate averaged 16% during this period. However, as of April 2008, there was one vacancy (7% of full membership).

Activities and Accomplishments:

This Commission regularly reviews Department of Children and Family Services policies, programs, and activities and provides recommendations for improved functioning directly to the departmental staff. An example of this is their involvement in the County's Title IV-E Waiver development and implementation plan. In addition, the Commission has made a number of recommendations to the Board of Supervisors regarding:

- Proposition 63 (Mental Health Services Act) funds
- Improvements for Department of Mental Health and Department of Children and Family Services coordination and collaboration

- Education Coordinating Council's "Expecting More: A Blueprint for Raising the Educational Achievement of Foster and Probation Youth"
- Support for universal preschool in the State of California

Furthermore, the Commission surveyed Kin-GAP client satisfaction and developed policy recommendations, examined the County's children fatality protocol, and reviewed legislation. The Commission regularly receives presentations on various County programs that affect children and families and provides feedback and input. The Commission submits an annual report to the Board of Supervisors each year, documenting its evaluation of certain County policies, services and programs, and listing the recommendations it makes to the Board.

There is concern among interviewed stakeholders that the County has too many commissions and other advisory bodies addressing children issues. However, this report found that the Commission for Children and Families as well as the other children-related entities evaluated in this study work on distinct issues and concerns, although at times their work and efforts may intertwine.

Conclusion:

Based on our review of documents and interviews conducted, the report concludes that the Commission for Children and Families' activities in the past three years were aligned with the Commission's stated mission, goals and objectives. Serving its role as an oversight and advisory body, the Commission's contributions to the County were significant. For these reasons, we recommend that this Commission be maintained. Furthermore, this report expects that additional emphasis on more regular reporting of activities and accomplishments, and the efforts of the CEO to enhance service integration would ensure that this Commission will more effectively serve its purpose and avoid any potential duplication of effort with other entities in the County. Note that a sunset review conducted in 2006 found the Commission's accomplishments to be significant and recommended its sunset date to be extended.

COMMISSION FOR PUBLIC SOCIAL SERVICES

Type (Chapter)	One	Number of Meetings Held '07, '06, '05	9,11,11
Subject Area	Human Services	Average Attendance '07, '06, '05	59%, 73%, 52%
Maximum No. of Members	15	Average Vacancy '07, '06, '05	1%, 9%, 9%
Maximum No. of Meetings	12	Compensation	\$25 per meeting NTE: 12 mtgs/yr

Mission and Goals:

The Commission for Public Social Services advises on all matters related to the provision of the County's Public Social Services. The Commission conducts studies on

special projects, makes recommendations on improvement of efficiency and cost-effective delivery of service, conducts public hearings to determine attitudes and needs of the public, and reviews federal, state, and local legislation and regulation. There are six sub-committees within the Commission for Public Social Services. The membership requires three members nominated by each Supervisor.

Meetings Held, Attendance and Vacancy:

This Commission is expected to meet monthly, but in 2007, the Commission met 9 times. In the two prior years, the Commission met 11 times each. The average attendance rate for 2005 through 2007 was 62%, considered a satisfactory attendance rate based on our threshold of 60% or more. Vacancy does not appear to have been an issue with this entity in the past three years.

Activities and Accomplishments:

In summary, based on documentation on the past three years of meetings, the Commission approved position statements and recommendations to be sent to County Board of Supervisors, the Governor, and other legislators pertaining to social services; heard presentations from Department representatives on relevant issues pertaining to social services; and discussed County social service program and project operations and updates.

Conclusion:

In the past three years, the Commission has provided oversight and ongoing review of the Public Social Services Department's various services and programming, as well as provided input on various related policy matters. Based on the documentation reviewed, the Commission fills an important role in the County structure, and its activities in the past three years were aligned with its stated mission and objectives. This report recommends that the Commission be maintained.

COMMISSION FOR WOMEN

Type (Chapter)	One	Number of Meetings Held '07, '06, '05	19,20,16
Subject Area	Human Services	Average Attendance '07, '06, '05	73%, 77%, 83%
Maximum No. of Members	15	Average Vacancy '07, '06, '05	13%, 12%, 18%
Maximum No. of Meetings	24	Compensation	\$25 per meeting NTE: 36 mtgs/yr

Mission and Goals:

The Commission for Women represents the special interests and concerns of women of all races, ethnic and cultural backgrounds, religious convictions, and social circumstances. The Commission studies and/or investigates conditions that demonstrate gender discrimination, provides a coordinating function for the many community groups working for women's concerns, and researches and disseminates

information. More specifically, the Commission investigates complaints of gender discrimination, and provides recommendations that promote equal rights and opportunities. The Commission also submits an annual report, and creates and maintains a “talent bank” of women to serve on various boards. The membership requires three members nominated by each Supervisor. The Commission assigns members to seven standing committees to work on various issues, including domestic violence, health care, older women's issues, education, and gender equity.

Meetings Held, Attendance and Vacancy:

The Commission for Women is expected to hold 24 meetings per year, but more realistically met approximately 18 times per year during the past three years. The average meeting attendance from 2005 – 2007 was 78%, which is satisfactory and, in fact, relatively high when compared to other Commissions. Vacancy hovered around 13% to 14% per year, but it does not appear to be an issue. As of April 2008, there were two vacancies (13% of full membership).

Activities and Accomplishments:

The Commission on Women made recommendations to the Board of Supervisors to support legislation affecting women. They also hosted an annual 5K Run/Walk for Girls-at-Risk which raised funds for scholarships to assist at-risk girls with higher education costs. The Run has raised \$188,000 in scholarship funds from this event in the past nine years. The Commission is responsible for organizing the annual Women of the Year Awards Luncheon which recognizes outstanding women throughout the County for their commitment and contributions to the advocacy of women's rights. Additionally, they completed a domestic violence survey and distribution of the results to County departments to enhance understanding and sensitivity to this issue. The Commission regularly heard presentations from County departments and community organizations and gave recommendations to those agencies and the Board of Supervisors. The Commission also participated in events promoting women's rights throughout the county, state, and country.

Conclusion:

Based on the success of the large public events, documentation shows that the Board appears to be supportive of this Commission. While its activities in the past three years do not appear to be closely aligned with its original mission and objectives, the Commission appeared to be highly active, and served an important advisory and representative capacity for the County ensuring the equality, protection, and promotion of women in different spheres of society. For these reasons, this report recommends that the Commission be maintained.

Note that a sunset review conducted in 2007 found that the Commission's accomplishments were significant and recommended that its sunset date be extended. Our review concurred with the observations in the sunset review, and determined that the Commission continues to play an important role in the County. However, its current activities have changed since the Commission was first created in 1975, when it

was charged with conducting investigations of complaints of gender discrimination, as one of its objectives. The existing mission and goals of this Commission, as defined in the County Committee Book, should be revised to reflect current needs and priorities.

COMMISSION ON ALCOHOLISM

Type (Chapter)	One	Number of Meetings Held '07, '06, '05	11,6,8
Subject Area	Health	Average Attendance '07, '06, '05	66%, 97%, 70%
Maximum No. of Members	15	Average Vacancy '07, '06, '05	13%, 28%, 13%
Maximum No. of Meetings	6	Compensation	\$25 per meeting NTE: 24 mtgs/yr

Mission and Goals:

The Commission on Alcoholism seeks to reduce alcohol-related problems and the negative impact these problems have on the quality of life in Los Angeles County. The Commission participates in the planning process pursuant to Article 4 of the Health and Safety Code, and advises the County Alcohol Program Administrator ("ADPA") and the Board on policies and goals. California Government Code 11810 stipulates that it is the intent of the Legislature to provide maximum flexibility in the use of federal and state alcohol and other drug program funds. County government is, therefore, given broad authority in determining the methods for encouragement of citizen participation, the scope of problem analysis, and the methods of planning for alcohol and other drug program services.

Meetings Held, Attendance and Vacancy:

The Commission on Alcoholism is expected to meet six times per year; however, the Commission met a total of 25 times from 2005-2007. Attendance averaged 78% during this three-year period; however, 2007 saw attendance drop from 97% in 2006 to 66%. Vacancy has averaged approximately 18% during the same period. As of April 2008, there were two vacancies (13% of full membership).

Activities and Accomplishments:

In the past three years, the Commission has received presentations on alcohol-related issues, planned AI-Impics, received legislative updates (esp. Prop 36 and 63), and made recommendations to the Board on legislative positions. The ADPA has updated and continues to update and report on the Administration's activities, programs and services to the Commission on Alcoholism.

Conclusion:

Based on an assessment of the Commission on Alcoholism's structure and activities performed in the past three years, the Commission has been operating in alignment with its stated mission and objectives. However, there is an opportunity to minimize duplication and enhance efficiencies through a merger with the Narcotics and

Dangerous Drugs Commission. Both Commissions provide advice and oversee the programs and services of the County Alcohol and Drug Program Administration, as well as work and interact with the same ADPA staff and management. The groups' mission and key objectives appear to have significant commonalities, although they focus on different forms of substance abuse. On several occasions and projects, the Commissions have worked together. Merging of the two organizations into one Commission would minimize redundancy and resources, and would likely maximize efficiency and collaboration. Hence, the report recommends a merger with the Narcotics and Dangerous Drugs Commission. More detailed discussion about this recommendation is included in the full report. Note that a sunset review conducted in 2006 found the Commission's accomplishments to be significant and recommended its sunset date to be extended.

COMMISSION ON HIV

Type (Chapter)	One	Number of Meetings Held '07, '06, '05	13,7,13
Subject Area	Health	Average Attendance '07, '06, '05	81%, 79%, 71%
Maximum No. of Members	39	Average Vacancy '07, '06, '05	0%, 0%, N/A
Maximum No. of Meetings	12	Compensation	No

Mission and Goals:

The Commission on HIV developed and maintains the comprehensive care plan as described in section 2604 of the 1990 federal Ryan White Comprehensive AIDS Resources Emergency ("CARE") Act. The Care Act program (commonly referred to as the Ryan White HIV/AIDS Program) is administered by the U.S. Department of Health and Human Services, Health Resources and Services Administration, HIV/AIDS Bureau. Federal funds are awarded to agencies located around the country, which in turn deliver care to eligible individuals under various funding categories.

First authorized in 1990, the Ryan White HIV/AIDS Program is currently funded at \$2.1 billion. The Commission on HIV establishes priorities and allocations of Ryan White HIV/AIDS Program, assesses the service effectiveness and efficiency of the administrative mechanism for grant requirements, advises and makes reports on HIV/AIDS related matters, and oversees the planning council for all HIV/AIDS programs in the Department of Health Services or those funded by the County. The Commission on HIV is legally mandated for receiving federal funding. The Commission has four active standing committees.

Commission membership requires: six governmental, health, and social service institutional seats from the California State Health Care Services Medi-Cal, California State Office of AIDS State, City of Pasadena, City of Long Beach, City of Los Angeles,

and the City of West Hollywood; five direct grant recipients in the Eligible Metropolitan Area of each of the five titles of the CARE Act (local medical school AIDS Education and Training Center programs); eight unaffiliated consumer members representing each of the eight SPAs; eight provider representatives representing each Supervisorial District nominated from among a pool of eligible candidates who have been recommended or applied for a seat; five representatives of Supervisorial Districts; one HIV specialty physician representing an HIV medical provider nominated from a pool of candidates; one representative of health care systems nominated from a pool of candidates; one member from the Office of Health Assessment and Epidemiology to serve as ex-officio; one member from the Office of AIDS Programs and Policy to serve as ex-officio; and one member from the Prevention Planning Committee to serve as ex-officio.

Meetings Held, Attendance and Vacancy:

The Commission on HIV is expected to meet on a monthly basis, but data available indicate that it actually met a total of 33 times from 2005 through 2007. Attendance at the Commission meetings was relatively high, averaging 77% during the three-year period; and vacancy was at 0% during 2006 and 2007.

Activities and Accomplishments:

In the past two years in which data was available, the Commission on HIV has recommended legislative positions, approved funding guidelines, approved support of Ryan White 2010 principles, conducted a Medi-Cal outpatient rate study, approved policies and processes for allocation of funds, and oversaw various programming. At each of these meetings, the Commission heard the Executive Director Report, State Office of AIDS Report, County Office of AID Programs and Policy Report, reports from the Commission's various committees and task forces, and any HIV Epidemiology Program Report and Public Health/Health Care Agency Reports, if available.

Conclusion:

As a Commission federally-mandated to receive Care Act funds, the Commission on HIV plays a critical role in the provision of health services in the County. Given this role and the fact that the Commission's activities in the past two years were found to be in alignment with its stated mission and objectives, the report recommends that the Commission be maintained. Note that a sunset review conducted in 2006 found the Commission's accomplishments to be significant and recommended its sunset date to be extended.

COMMISSION ON HUMAN RELATIONS

Type (Chapter)	One	Number of Meetings Held '07, '06, '05	19,15,16
Subject Area	Human Services	Average Attendance '07, '06, '05	50%, 59%, 60%
Maximum No. of Members	15	Average Vacancy '07, '06, '05	13%, 8%, 3%
Maximum No. of Meetings	24	Compensation	\$25 per meeting NTE: 35 mtgs/yr

Mission and Goals:

The Commission on Human Relations is charged to foster harmonious and equitable intergroup relations, empower communities and institutions, and promote an informed and inclusive multicultural society. More specifically, the Commission researches and educates to lessen prejudice and increase civic peace and understanding, develops and administers programs to promote equal opportunity, assists in coordinating the work of agencies pursuing these efforts, assists County departments in identifying and ameliorating human relations problems, and recommends measures and legislation to improve human relations. California Government Code 50262 stipulates that the governing body of any city or county may, by ordinance, create a commission on human relations. The governing body determines the number of members of the Commission, the terms of the members, the manner of appointment of the members, the selection of a chairperson and the compensation, if any, to be paid to them.

Meetings Held, Attendance and Vacancy:

The Commission on Human Relations is expected to meet 24 times each year, but data indicates that it met on average about 17 times each year in the past three years. Attendance at the Commission meetings was relatively low, averaging only 56%, with 2007 experiencing an attendance rate of only 50%. Impacting the attendance was the vacancy rate, which averaged 8% during the three-year period. However, as of April 2008, there was only one vacancy (7% of full membership).

Activities and Accomplishments:

In the past three years, the Commission discussed issues of importance to the community related to public safety and inter-group relations, and oversaw a number of programs, including the Hate Crime Victim Assistance and Advocacy Initiative, Human Relations Mutual Assistance Consortium (HRMAC), Network Against Hate Crime, Racialized Gang Violence Prevention Initiative, Corporate Advisory Committee, Media Image Coalition, Teens Make A Difference Day, Training Program - Working Effectively With Immigrant Newcomers, and John Anson Ford Awards.

Conclusion:

While the State Code does not require a governing body to create a commission of human relations, there is a critical role for such an entity in Los Angeles County, which is the largest county in the U.S. and one of the most demographically diverse. Furthermore, during the review period, members of the Commission on Human

Relations served as community “ambassadors” and were involved in overseeing important County human relations activities. These responsibilities were aligned with the Commission’s stated mission and objectives. For these reasons, despite a low attendance rate, the Commission is recommended by this report to be maintained.

One issue that came about during our assessment is the organizational structure of the Human Relations Commission, which exists as a quasi-department of the County with its own designated staff and budget, and manages and delivers a variety of programs and services. Organizationally, the Commission is placed within the structure of the CEO. For this reason, the Commission staff has dual reporting relationships: to the CEO and to the citizen advisory body of the Commission. Interviews conducted during the study suggest that the authority structure is unclear due to the advisory body’s dual role as Commission and department. While this creates a level of confusion regarding issues of ultimate oversight and authority, the Commission’s existence as a neutral, non-department is likely most appropriate given its duties, particularly its charge and ability to evaluate and make recommendations on County operations. Its placement within the CEO provides it access to County departments and operations, while the Commission’s advisory body provides the bridge to the Board. In sum, having the Human Relations Commission exist and function independently and separately from the County bureaucracy raises the profile and prominence of the Commission’s work and the issues it addresses.

COMMISSION ON JUDICIAL PROCEDURES

Type (Chapter)	One	Number of Meetings Held '07, '06, '05	8,9,11
Subject Area	Labor & Government	Average Attendance '07, '06, '05	75%, 64%, 61 %
Maximum No. of Members	15	Average Vacancy '07, '06, '05	23%, 19%, 14 %
Maximum No. of Meetings	24	Compensation	\$25 per meeting NTE: 25 mtgs/yr

Mission and Goals:

The Commission on Judicial Procedures is charged with recommending to the Board and the Judge changes and improvements in judicial administration for efficient and economic justice purposes. The Commission determines the need for additional judges for the Superior Court, recommends actions pertaining to legislation, receives and considers community input, and facilitates the relationship between the Superior Court and the County. The membership requires three members nominated by each Supervisor (at least five to be non-attorneys), the Presiding Judge of the Superior Court of Los Angeles County, the President of Los Angeles County Bar Association City Attorney of the largest city (by population) in the County, the District Attorney, the Public Defender, and the Sheriff.

Meetings Held, Attendance and Vacancy:

This Commission is expected to meet monthly, but it met fewer than 12 times during each of the past three years. The average attendance rate for 2005 through 2007 was 66%, which this report determines to be a satisfactory attendance rate. Attendance has gradually improved, with the Commission having an attendance rate of 75% in 2007. Vacancy seems to be an ongoing issue for the Commission, which experienced a 23% vacancy in 2007. As of April 2008, there were three vacancies (20% of full membership).

Activities and Accomplishments:

In the past three years, the Commission has discussed the use of electronic recording vs. court reporters to cut costs, secured funding for child waiting rooms in County courts, reviewed the Courts' online fees, and promoted a child custody exchange project. In general, the Commission reviewed existing programs and committees, heard public comments, heard committee reports and updates, and approved funding for select relevant programs.

Conclusion:

In our review of related documents, it appears that the majority of the time was utilized to hear external presentations, although a few issues evaluated and discussed by the Commission appear to be substantive and had significant operational ramifications. Given the Commission's primary role and purpose to provide advice with respect to efficiency and administrative improvements, the organization's activities over the past three years were aligned with its stated mission and objectives. For this reason, this report recommends that the Commission be maintained. Note that a sunset review conducted in 2007 found that the Commission's accomplishments were significant and recommended that its sunset date be extended.

COMMUNITY ADVISORY COMMITTEE (SUNSHINE CANYON LANDFILL)

Type (Chapter)	Four	Number of Meetings Held '07, '06, '05	Not Available
Subject Area	Public Works	Average Attendance '07, '06, '05	Not Available
Maximum No. of Members	11	Average Vacancy '07, '06, '05	Not Available
Maximum No. of Meetings	N/A	Compensation	Not Available

Mission and Goals:

Located in northeast San Fernando Valley, the Sunshine Canyon Landfill - which is owned and operated by Browning-Ferris Industries of California ("BFI") - has been handling the waste disposal needs of Los Angeles City and County residents and businesses for more than 50 years. The Board granted a Conditional Use Permit and an Oak Tree Permit to BFI for landfiling operations on the County side of the Sunshine Canyon Landfill property. Among the stipulations in the conditional use permit, the Board directed BFI to obtain City of Los Angeles approval to restart landfiling

operations on the City portion of Sunshine Canyon, thereby establishing a City/County Landfill. Other subsequent approvals and permits were systematically obtained to authorize landfilling on the County side of the property. In 1996, landfilling operations began on the County side of the landfill with a daily capacity limit of 6,600 tons and a lifespan of approximately 10 years. In 1999, the Los Angeles City Council approved a General Plan Amendment and zone change that authorized landfilling to resume on the City side of Sunshine Canyon.

The Community Advisory Committee for the Sunshine Canyon Landfill serves as a liaison between the permittee (BFI) and the community and as a means for the community to communicate with the Regional Planning Commission and other regulatory agencies on an ongoing basis regarding issues involved in the development and operation of the Landfill. Upon appointment of the Committee by the Board, the permittee (BFI) must do the following: a) provide qualified personnel to regularly attend Committee meetings; b) provide reasonable access to the landfill site and information concerning landfill operations necessary for the Committee to perform the Committee's functions; c) provide accommodations for Committee meetings; and d) provide funding, not to exceed \$11,000 dollars per year, for the committee to retain independent consultants, provided that any consultant retained must be a person who by education, training and experience is qualified to undertake the work for which the consultant is retained and who has no conflict of interest with BFI or any member of the Committee. The membership requires community members who reside in the vicinity of the Sunshine Canyon Landfill nominated by recognized community and neighborhood associations.

Meetings Held, Attendance and Vacancy:

Currently, the Committee has 9 members and meets on the third Thursday of each month at the Landfill administrative building. Attendance and vacancy data was not available. However, as of April 2008, there was one vacancy (9% of full membership).

Activities and Accomplishments:

In general, the Committee heard comments from the public, discussed and reviewed summaries of committee and other related reports, including the monthly reports sent to government agencies. An example of a meeting would involve a review and discussion of the South Coast Air Quality Management District Report and the expanded chloride investigation report.

Conclusion:

Documentation with respect to its accomplishments and/or requirements is limited, but the interview with landfill staff noted that the Committee is active, given that it is a requirement of the BFI if it desires to continue operating the Landfill within the County jurisdiction. Based on this assessment of the available information, the Community Advisory Committee's activities were and continue to be aligned with its stated mission and goals. Having community input regarding this important service is important. For these reasons, this report commends that this Advisory Committee be maintained.

CONSUMER AFFAIRS ADVISORY COMMISSION

Type (Chapter)	One	Number of Meetings Held '07, '06, '05	10, 8, 9
Subject Area	Finance & Economy	Average Attendance '07, '06, '05	47%, 66%, 63%
Maximum No. of Members	15	Average Vacancy '07, '06, '05	10%, N/A, N/A
Maximum No. of Meetings	6	Compensation	No

Mission and Goals:

The Consumer Affairs Advisory Commission represents consumers' interests and needs. The Commission ascertains the needs of consumers and provides County departments with advice as to the protection and promotion of the interest of consumers, including legislation. It also discusses methods for more effective consumer education and submits yearly report of activities. The membership requires three members nominated by each Supervisor.

Meetings Held, Attendance and Vacancy:

This Board is expected to meet at least bi-monthly. The average attendance rate for 2005 through 2007 was 59%, slightly below this report's determined satisfactory threshold. Attendance was not at an acceptable level in 2007 as attendance averaged below a 50% requirement for a quorum. While the vacancy was not available for 2005 and 2006, the vacancy rate for 2007 was 10%. As of April 2008, there was one vacancy (7% of full membership).

Activities and Accomplishments:

Based on limited documentation (meeting minutes for one quarter of 2006 and the full year of 2007) and stakeholder interviews, the Commission was found to have held presentations by the Consumer Affairs Department to the Commission on issues of concern (identity theft, fraud, and other related issues). The Commission often informed and continues to inform the public of issues rather than making regular policy recommendations to the Consumer Affairs Department or to the Board. A sunset review conducted in 2007 documented the Commission's accomplishments, including:

- Assisted the Department's Volunteer and Internship Program Coordinator by recruiting volunteers from various community and business organizations to provide counseling and assist as mediators for dispute settlements. Some of the Commission members participated as volunteers in the program.
- Recommended the Department conduct a Consumer Protection Forum for senior citizens at the Monte Vista Grove Homes in Pasadena. The Forum was held in April 2006. Seniors were informed about identity theft and the Department's Consumer Protection Services.

- Submitted letters to various ethnic newspaper editors informing them of consumer protection information available on the Department's website for non-English speaking communities.
- Advised the Director regarding the Department's budget, service improvements, community events, and training opportunities
- Submitted annual reports to the Board on the Commission's activities and accomplishments.

Conclusion:

While it is unclear as to whether the Consumer Affairs Advisory Commission regularly met one of its key objectives in the past, which is to provide advice to the Board and the County departments, the Commission has been focusing much of its work on the other key objective surrounding public education. Based on available information and our evaluation, the Commission regularly serves as an educational avenue for consumer related issues, as described in the discussion above. Furthermore, even though it was found that the Commission often engaged in hearing departmental presentations, this duty is one important component of its oversight and advisory function. Thus, for these reasons, we concluded that the Commission's activities were aligned with its stated mission and objectives, and recommend that the Commission be maintained. However, with improved oversight and strategic planning, the Commission can become more effective with respect to policy recommendations. Note that the 2007 sunset review found that the Commission's accomplishments were significant and recommended that its sunset date be extended.

COUNTYWIDE CRIMINAL JUSTICE COORDINATION COMMITTEE (CCJCC)

Type (Chapter)	Five	Number of Meetings Held '07, '06, '05	10,9,9
Subject Area	Public Safety	Average Attendance '07, '06, '05	61%, 60%, 65%
Maximum No. of Members	N/A	Average Vacancy '07, '06, '05	Not Available
Maximum No. of Meetings	12	Compensation	No

Mission and Goals:

The Countywide Criminal Justice Coordination Committee ("CCJCC") promotes improvements in the local criminal justice system and fosters interagency cooperation and coordination. The CCJCC improves the criminal justice system through greater coordination and cooperation at a local level, develops system wide strategies and funding priorities, secures needed State legislation and action, improves day-to-day coordination of local criminal justice agencies, and acts as the local coordinating and planning body for the Criminal Justice Block Grant Program under the U.S. Department of Justice. Membership is multi-jurisdictional and requires elected officials from Los Angeles County, the City of Los Angeles, contract and independent cities, the heads of all criminal justice agencies, including numerous chiefs of police, members of the

judiciary, and the heads of locally based Federal enforcement agencies. The Chairman of the CCJCC is the Chairman of the Board. The CCJCC is one of the advisory bodies under the administrative oversight of the Executive Office of the Board. The CCJCC has its own Executive Director and four staff members.

Meetings Held, Attendance and Vacancy:

The CCJCC is expected to meet on a monthly basis. In the past three years, the CCJCC had 9 to 10 meetings each year. Membership size is not pre-determined, but attendance is often high, with an average of 34 attendees.

Activities and Accomplishments:

Working subcommittees form the core of CCJCC-sponsored activities and projects. Established as ad-hoc groups or standing policy bodies, CCJCC subcommittees develop policy implementation plans, conduct special studies, create innovative programs, and provide policy recommendations to CCJCC and the Board of Supervisors. The subcommittees, which report directly to the CCJCC, include members from participating agencies and organizations.

Some of these committees include the Drug Court Oversight Subcommittee, High Intensity Criminal Alien Apprehension and Prosecution Steering Committee, and Interagency Gang Task Force (IGTF). As one of the larger efforts of the CCJCC, the IGTF advises CCJCC and the Board of Supervisors on street gang trends, system needs, and related problems and solutions. Among other activities, IGTF holds an annual conference on gang violence, tracks gang crime statistics from the Los Angeles Police Department and Sheriff's Department, and regularly sponsors ex-offender job and resource fairs.

Conclusion:

The CCJCC is a multi-jurisdictional, staffed organization that has been actively involved in various programmatic and policy-related activities that adhere to its established mission and objectives focused on regional coordination to combat criminal justice issues. It is also a mandated local coordinating and planning body for the Criminal Justice Block Grant Program administered by the U.S. Department of Justice. For these reasons, this report recommends that the CCJCC be maintained.

DEVELOPMENTAL DISABILITIES BOARD - (AREA 10-LOS ANGELES)

Type (Chapter)	One	Number of Meetings Held '07, '06, '05	10,10,10
Subject Area	Disabilities	Average Attendance '07, '06, '05	74%, 78%, 71%
Maximum No. of Members	17	Average Vacancy '07, '06, '05	24%, 24%, 18%
Maximum No. of Meetings	4	Compensation	No

Mission and Goals:

The Developmental Disabilities Board – (Area 10-Los Angeles) is charged with protecting and advocating the rights of all persons. The Developmental Disabilities Board has authority to pursue legal and administrative remedies to ensure the protection of rights. It identifies the evidence of denial of such rights, conducts public information programs, assists in establishment of independent citizen advocacy organizations that provide services to those with disabilities, remains informed about quality of service and any violations, and assists in preparation of the State plan. State code requires the establishment and maintenance of the area board in order to ensure that the state remains informed regarding the quality of services in the area and to protect the legal, civil, and service rights of persons with developmental disabilities. The membership requires five members nominated by the Governor, two members nominated by each Supervisor, and two members rotate among Supervisors.

Meetings Held, Attendance and Vacancy:

The Developmental Disabilities Board – (Area 10-Los Angeles) is expected to meet on a quarterly basis; however, in the past three years, the Disabilities Board met 10 times each year. While attendance was relatively high during this period, averaging 74%, vacancies averaged 22%. In 2007, when vacancy averaged 28%, meeting minutes noted that despite weekly requests for nominations from a particular Supervisor's Office, the Disabilities Board had not received a response. However, as of April 2008, there were two vacancies (12% of full membership).

Activities and Accomplishments:

In the past three years, the Developmental Disabilities Board has reviewed related legislation and developed recommended positions. The Disabilities Board had two committees working on tracking state legislation. The Disabilities Board hosted presentations on current issues (autism, afterschool care, etc.), awarded mini-grants, conducted workshops and symposiums on various topics such as special education and employment, and received presentations on a variety of topics, including special investigations into certain providers, and laws and legislation related to disabilities.

Conclusion:

The study interviews suggested that there was limited interaction between the Disabilities Board and the Board. However, the Disabilities Board is a State-mandated entity and based on an assessment of its past activities and responsibilities, the report determined that the Developmental Disabilities Board – (Area 10-Los Angeles) has worked in alignment with its stated mission and objectives and recommends that the Disabilities Board be maintained.

DOMESTIC VIOLENCE COUNCIL

Type (Chapter)	Other	Number of Meetings Held '07, '06, '05	9,8,7
Subject Area	Human Services	Average Attendance '07, '06, '05	Incomplete Data
Maximum No. of Members	N/A	Average Vacancy '07, '06, '05	Incomplete Data
Maximum No. of Meetings	N/A	Compensation	N/A

Mission and Goals:

The Los Angeles County Domestic Violence Council is expected to provide leadership in the creation and support of a victim-centered, countywide, and coordinated approach to prevent and respond to domestic violence. The Council facilitates interdepartmental coordination of services, reviews legislation, serves as a forum to raise public awareness of services, and develops strategies with the public and private sectors to stem the incidence of domestic violence. The Council conducts public awareness campaigns and offers domestic violence training for professionals in the field, provides an opportunity to study the problem of domestic and family violence in the County, and makes recommendations regarding public information, training, legislation, education, and subsequent program development in these areas. It also identifies funding to strengthen existing County programs and bring services into communities that lack them.

The Council is one of the few Commissions that are not included the County Committee Book. Similar to the Area Agency on Aging, the Board is not involved, membership and nominations are determined internally, and bylaws can be amended by the membership. However, the Council is one of the advisory bodies under the administrative oversight of the Executive Office of the Board. The Council has its own Executive Director and 1 staff member.

Meetings Held, Attendance and Vacancy:

The Council is intended to meet monthly and has met 24 times over the past three years. Complete attendance data was not available.

Activities and Accomplishments:

The Council is involved in a number of areas related to domestic violence. The Council serves a coordinating role for domestic violence service providers and publicizes opportunities for domestic violence training. The Council also monitors and adopts positions on legislation/legal cases related to domestic violence. The Council also hosted a Prevention/Intervention Awards program. The Council is involved in a number of projects including:

- Working with Community and Senior Services (CSS) to ensure continued distribution of the "It Shouldn't Hurt to Go Home" booklets

- Distributing laminated domestic violence health care screening cards to health care facilities
- Addressing the issue of non-collection of batterer fines
- Undertaking a comprehensive study of restraining orders

Additionally, this Council has several active Committees which address specific elements of the Council's workplan. This includes the Executive Board, the Shelter Directors Committee, the Health Issues Committee, the Legislative Issues Committee, the LGBT Issues Committee, the Systems Improvement Committee, and the Religion and Domestic Violence Committee.

Conclusion:

Based on available information and stakeholder interviews, the report found that the Council has been active in addressing the issues surrounding domestic violence, and that the Council's activities and efforts are aligned with its stated mission and goals. Furthermore, the Council has an important role in bringing together internal County stakeholders with those from outside the County government, particularly service providers. For these reasons, the report recommends the Council be maintained.

EMERGENCY MEDICAL SERVICES COMMISSION

Type (Chapter)	One	Number of Meetings Held '07, '06, '05	5,6,6
Subject Area	Health	Average Attendance '07, '06, '05	73%, 75%, 68%
Maximum No. of Members	17	Average Vacancy '07, '06, '05	5%, 0%, 1%
Maximum No. of Meetings	6	Compensation	No

Mission and Goals:

The Emergency Medical Services Commission acts in an advisory capacity to the Board regarding policies, programs, and standards with respect to emergency medical services. The Commission establishes criteria and evaluates emergency medical care services, conducts studies as requested, submits annual reports of findings, reviews and comments on County plans, recommends that the County engage independent contractors for specific services when needed, and arbitrates differences in services and training in the field of paramedic services.

The membership is highly diverse with representation from various stakeholders. Specifically, the membership requires one emergency medical care physician in a paramedic base hospital nominated by the California Chapter of American College of Emergency Physicians; one cardiologist nominated by the American Heart Association; one mobile intensive care nurse nominated by the California Chapter of Emergency Nurses' Association; one hospital administrator nominated by the Hospital Association

of Southern California; one representative of a private provider agency nominated by the Los Angeles County Ambulance Association; one orthopedic, general, or neurological surgeon nominated by the Los Angeles Surgical Society; one psychiatrist nominated by the Los Angeles County Medical Association; one physician nominated by the Los Angeles County Medical Association; one license paramedic nominated by the California State Firefighters Association, Emergency Medical Services Committee; five public members (one nominated by each Supervisor who cannot be a medical professional); one law enforcement representative nominated by the California Highway Patrol or Los Angeles County Peace Officers Association; and one City Manager nominated by the League of California Cities.

Meetings Held, Attendance and Vacancy:

This Commission is expected to meet bi-monthly, and it has met this expectation for the most part in the past three years. The average attendance rate for 2005 through 2007 was 72%, which this report determines to be a satisfactory attendance rate. At 5% in 2007, vacancy does not appear to have been a major issue.

Activities and Accomplishments:

In summary, during the past three years, the Commission approved ordinance modifications, heard and discussed presentations from the EMS Department Director on emergency medical programs, projects, and updates, followed legislative updates, and helped establish the EMS strategic plan.

Conclusion:

Given that the Emergency Medical Services Commission regularly acted in an oversight and advisory capacity during the past three years, the Commission appears to be aligned with its stated mission and goals. Furthermore, since regional and multi-party coordination is critical for emergency medical services, the Commission's membership is diverse, bringing together County departments with those outside of the County government, including hospital administrators, Los Angeles Area Fire Chiefs Association, Los Angeles Fire Department, and Long Beach Fire Department. For these reasons, the report recommends that this Commission be maintained. It was noted in an interview that the Commission would like to compensate members. The report's recommendation to provide a base compensation would address this desire.

EMERGENCY PREPAREDNESS COMMISSION FOR THE COUNTY AND CITIES OF LOS ANGELES

Type (Chapter)	One	Number of Meetings Held '07, '06, '05	Incomplete Data
Subject Area	Public Safety	Average Attendance '07, '06, '05	Incomplete Data
Maximum No. of Members	9	Average Vacancy '07, '06, '05	Incomplete Data
Maximum No. of Meetings	12	Compensation	No

Mission and Goals:

The Emergency Preparedness Commission ("EPC") for the County and Cities of Los Angeles consults with stakeholders and coordinates the development of County-wide emergency and disaster plans and programs. The Commission also considers and recommends programs and policies and promotes more training and education programs. Membership is multi-jurisdictional and requires one member appointed by the Board (but nominated by the CEO), one member appointed by the Los Angeles City Mayor, and one member appointed by President of Los Angeles County Division, League of California Cities.

Meetings Held, Attendance and Vacancy:

Data and information was not available.

Activities and Accomplishments:

Based on limited data for 2006, the report found that the Emergency Preparedness Commission was involved in the following activities:

- Heard presentations from outside experts on various topics, including the homeland security strategic roadmap, Homeland Security grant funding, Hurricane Katrina swift water rescue, and recent and future developments at the California Governor's Office of Emergency Services.
- Co-sponsored symposiums and workshops on various emergency preparedness issues, such as one called "Crisis Management for Elected Officials."
- Worked with the County Office of Education (COE) and the Los Angeles Unified School District (LAUSD) on promoting emergency preparedness in schools, by distributing approximately 10,000 emergency preparedness posters and booklets in Spanish and English to schools in support of this effort.
- Worked with LASD on developing a pilot program that provided a 2-3 hour in-service training on general disaster awareness as continued education for teachers.
- Reviewed, through the Commission's legislative committee, State legislature for issues pertaining to emergency preparedness, response and recovery.

Conclusion:

Based on available information, the Commission's activities, at least in 2006, were aligned with its stated mission and objectives. While one could assume that there is duplication of effort between the work of this Commission, the Emergency Medical Services Commission and the Emergency Management Council, each entity serves a distinct function and purpose. The Emergency Medical Services Commission focuses on trauma and emergency medical care. This Commission, in particular, involves other jurisdictions and community members in evaluating and coordinating emergency and disaster plans and programs. On the other hand, the Emergency Management Council (out of the CEO's Office) is an interdepartmental committee that oversees the planning and execution of emergency plans. It is important to note that the CEO staff involved

with Emergency Management is expected to coordinate the efforts of these three Commissions effectively and seamlessly.

Given the information available, we conclude that the Commission has been involved in activities aligned with its mission and are not duplicative of the work of other advisory bodies in the County, and continue to fill an important role in emergency planning and evaluation for the County and surrounding jurisdictions. Furthermore, while it is defined in the County Committee Book as a Chapter I organization, the Commission is a multi-jurisdictional organization, with three members appointed by the Los Angeles Mayor. For these reasons, the report recommends that the Commission be maintained.

ENGINEERING GEOLOGY AND SOILS REVIEW AND APPEALS BOARD

Type (Chapter)	One	Number of Meetings Held '07, '06, '05	0,0,0
Subject Area	Public Works	Average Attendance '07, '06, '05	Not Available
Maximum No. of Members	5	Average Vacancy '07, '06, '05	Not Available
Maximum No. of Meetings	12	Compensation	\$25 per meeting NTE: 36 mtgs/yr

Mission and Goals:

The Engineering Geology and Soils Review and Appeals Board reviews the adequacy of geological reports and provides interpretations of data, options, and conclusions. The Appeals Board reviews and makes recommendations for requests for reconsideration relating to designation of real property in geologically unstable areas.

The membership requires three members qualified by education, state registration, training, experience, and prominence in the field of engineering geology; two members qualified by education and state registration as civil engineers and by training, experience, and prominence in the field of soils engineering; and the Director of Public Works to serve as ex-officio.

Meetings Held, Attendance and Vacancy:

The last meeting was held in 2004, where it conducted needed hearings. Interviews suggest that there may be reluctance to utilize the Appeals Board due to the perception that the Appeals Board members favor the Board.

Activities and Accomplishments:

Minutes from the 2004 meeting showed that the Appeals Board discussed continuation of an appeal relating to construction of a residential structure, moved and approved a rock fall fence below a slope containing an abundance of boulders, and elected the chairman and vice-chairman.

Conclusion:

Given the need for such an appeals body, no changes are recommended at this time. The Engineering Geology and Soils Review and Appeals Board should be maintained.

FISH AND GAME COMMISSION

Type (Chapter)	One	Number of Meetings Held '07, '06, '05	6,4,6
Subject Area	Community & Economic Development	Average Attendance '07, '06, '05	81%, 90%, 73%
Maximum No. of Members	5	Average Vacancy '07, '06, '05	13%, 0%, 0%
Maximum No. of Meetings	4	Compensation	\$25 per meeting NTE: \$50/month

Mission and Goals:

The Fish and Game Commission encourages the conservation and maintenance of wildlife resources in conjunction with Sections 1801 and 13103 of the California Fish and Game Code. The Commission advises and recommends actions and policies to the Board at least two times a year. The membership requires one member nominated by each Supervisor.

Meetings Held, Attendance and Vacancy:

The Fish and Game Commission is expected to meet quarterly, but the Commission has met a total of 16 times during the past three years. The average attendance rate for 2005 through 2007 was 80%, which is a relatively high attendance rate. During 2007, vacancy averaged 13%, which meant that one of the five positions was vacant for a period of time during that year. In the two prior years, there were no vacancies. As of April 2008, there was one vacancy (20% of full membership).

Activities and Accomplishments:

In the past three years, the Commission has awarded grant funding for fish and wildlife activities, worked with stakeholders on a consensus report, provided comments on EIRs, and discussed strategies for improving collection of fines.

Conclusion:

The Fish and Game Commission's activities in the past three years are aligned with its general stated mission of encouraging "the conservation and maintenance of wildlife resources." Attendance appears to be relatively high, while vacancies are minimal. For these reasons and the fact that the Commission is a State-mandated organization, this report recommends that the Fish and Game Commission be maintained.

HOSPITALS AND HEALTH CARE DELIVERY COMMISSION

Type (Chapter)	One	Number of Meetings Held '07, '06, '05	8, 8, 6
Subject Area	Health	Average Attendance '07, '06, '05	72%, 72%, 76%
Maximum No. of Members	15	Average Vacancy '07, '06, '05	31%, N/A, N/A
Maximum No. of Meetings	12	Compensation	\$25 per meeting NTE: 24 mtgs/yr

Mission and Goals:

The Hospitals and Health Care Delivery Commission consults with the Board and the Health Services Department on patient care policies and programs in Los Angeles County hospital system, including the need for additional facilities, relationship with other health care facilities, manpower problems, and utilization of facilities, conducts studies concerning policies and programs, and acts as a liaison to the public. The membership requires three members nominated by each Supervisor. Many of the members are physicians.

Meetings Held, Attendance and Vacancy:

The Hospitals and Health Care Delivery Commission is intended to meet on a monthly basis. However, the Commission met a total of 22 times during the three-year period (2005-2007). The average attendance during this review period was 73%. During this time, the Commission discussed the lack of participation from some Supervisorial Offices in nominating members to the Commission. The 2007 data shows a high vacancy rate of 31%. As of April 2008, there were three vacancies (20% of full membership).

Activities and Accomplishments:

During 2007, the Commission reviewed issues related to the management of the Martin Luther King-Harbor Community Hospital. They discussed the need for bilingual staff and enhancement of programs at the Edward R. Roybal Comprehensive Health Center. They also heard presentations on a number of health care programs and providers. In addition, the Commission continued to conduct site visits of County hospital facilities and filed site surveys. During site visits, the Commissioners met with hospital management, toured the facilities, and discussed goals, accomplishment, clinical operation, prior recommendations and other issues.

Conclusion:

Based on the available information, the Commission's activities were aligned with its stated mission and objectives. With relatively high attendance during the review period, the Commission reviewed the policies, programs, facilities and challenges associated with Los Angeles County's hospitals. For these reasons, the Commission is recommended to be maintained. However, this Committee would likely benefit from a more specific set of objectives or responsibilities. The report's recommendations regarding processes and procedures should help make this Commission more effective.

Note that a sunset review conducted in 2007 found that the Commission's accomplishments were significant and recommended that its sunset date be extended.

HOUSING AUTHORITY BOARD OF COMMISSIONERS

Type (Chapter)	One	Number of Meetings Held '07, '06, '05	8,5,12
Subject Area	Community & Economic Development	Average Attendance '07, '06, '05	Not Available
Maximum No. of Members	5	Average Vacancy '07, '06, '05	0%,0%,0%
Maximum No. of Meetings	50	Compensation	No

Mission and Goals:

In 1982, the Board consolidated three County entities - the Housing Authority, the Community Development Department, and the Redevelopment Agency - to form the Community Development Commission (CDC). The Board of Supervisors currently serves as the commissioners of the CDC -- which includes serving as the commissioners of the Housing Authority of the County of Los Angeles (Housing Authority) -- setting policy for the agency. The Housing Authority Board of Commissioners also prepares a development plan for project areas, holds and conducts hearings, and adopts plans.

Meetings Held, Attendance and Vacancy:

The Board of Commissioners is allowed to hold up to 50 meetings per year. However, the Board of Commissioners held 25 meetings in the past three years. Data and information on attendance was not available.

Activities and Accomplishments:

Specific information on activities was not available.

Conclusion:

While detailed information about the activities and accomplishments of the Board of Commissioners were not evaluated, the Board of Commissioners oversees the CDC, which in FY 2008-09 has a budget of \$440 million and a total staff size of 656 employees. For this reason, the Board of Commissioners, which is comprised of the Board Supervisors, plays a significant role in the County government. No changes are recommended to this Board of Commissioners, which should be maintained.

INDEPENDENT CITIZENS' OVERSIGHT COMMITTEE PROPOSITION E SERVICE TAX

Type (Chapter)	One	Number of Meetings Held '07, '06, '05	1,1,1
Subject Area	Public Safety	Average Attendance '07, '06, '05	50%, 50%, 60%
Maximum No. of Members	7	Average Vacancy '07, '06, '05	14%, 14%, 29%
Maximum No. of Meetings	1	Compensation	No

Mission and Goals:

The Independent Citizens' Oversight Committee Proposition E Service Tax reviews expenditures of revenues generated by special tax to ensure it is expended for fire protection or paramedic rescue services, and the Committee provides the status of the Fire Department's budget for the upcoming fiscal year. The membership requires one member appointed by each Board Supervisor with demonstrated experience in finance and community leadership; one member appointed by the City Selection Committee who is a member of the City Council of a city located within the district; and the Chairman of the Los Angeles County Citizens Economy and Efficiency Commission to serve as ex-officio.

Meetings Held, Attendance and Vacancy:

This Committee is required to meet annually and has met three times over the past three years. The average attendance over this three year period is 53%. As of April 2008, there were two vacancies (29% of full membership).

Activities and Accomplishments:

The Committee reviews and approves expenditures of Proposition E funding annually. Additionally, the Committee is responsible for approving the renewal of the special tax and level of the tax rate. At each of the meetings, the Fire Chief presented the budget and discussed future and unmet needs, as well as presented the use of the tax to ensure appropriate usage of funds.

Conclusion:

According to the Fire Chief, these annual Committee meetings have been brief, but served their purpose to review the expenditures of revenues generated by the special tax. Since it is mandated by Proposition E, this Committee met its mission and objectives in the past three years. The report recommends that this Committee be maintained.

INDUSTRIAL DEVELOPMENT AUTHORITY BOARD OF DIRECTORS

Type (Chapter)	One	Number of Meetings Held '07, '06, '05	0,0,0
Subject Area	Community & Economic Development	Average Attendance '07, '06, '05	Not Available
Maximum No. of Members	5	Average Vacancy '07, '06, '05	Not Available
Maximum No. of Meetings	50	Compensation	No

Mission and Goals:

The Industrial Development Authority Board of Directors provides assistance in financing the cost of projects for industrial-related purposes; and works with businesses, financial institutions, agencies, and California Industrial Development Financing Advisory Commission to provide financing at the lowest possible cost in the shortest period of time. Authorized by the California Industrial Development Financing Act, the Authority was created to provide assistance in financing the cost of acquiring, constructing, expanding, renovating, equipping, or qualifying industrial, warehousing, research development, or energy-related facilities.

Meetings Held, Attendance and Vacancy:

The Industrial Development Authority Board of Directors has not met since 1998.

Activities and Accomplishments:

See above.

Conclusion:

The Board of Supervisors comprises the membership of this Authority Board of Directors. While the Industrial Development Authority Board of Directors has not met since 1998, it should be maintained since it may be needed in the future.

INFORMATION SYSTEMS COMMISSION

Type (Chapter)	One	Number of Meetings Held '07, '06, '05	6,4,5
Subject Area	Labor & Government	Average Attendance '07, '06, '05	65%, 64%, 67%
Maximum No. of Members	10	Average Vacancy '07, '06, '05	20%, 10%, 10%
Maximum No. of Meetings	5	Compensation	No

Mission and Goals:

The Information Systems Commission supports the improvement of the efficiency and effectiveness of the County's data processing and telecommunications operations and

studies, advises, and recommends on related matters to provide overall guidance of these services. The membership requires two members appointed by each Supervisor.

Meetings Held, Attendance and Vacancy:

The Information Systems Commission is expected to meet five times per year, and it met a total of 15 times during the past three years. The average attendance rate for 2005 through 2007 was approximately 65%, which is a satisfactory rate based on this report's threshold. During 2007, the vacancy rate was slightly higher than previous years, averaging about two vacancies during the year, but this issue did not appear to have impeded the work of the Commission. As of April 2008, there was one vacancy (10% of full membership).

Activities and Accomplishments:

Based on a review of available documentation, the Commission was involved in the following activities during the past three years:

- Heard updates and presentations from County information systems ("IS") department heads
- Heard presentations on latest County IS programs and projects
- Reviewed County IS contracts
- Approved letters to be sent to legislators recommending improvements to IS issues
- Provided input on Chief Information Officer qualifications
- Directed to review all Board letters related to information technology issues
- Oversaw implementation of eCAPS and eGovernment.

Conclusion:

Based on its purpose as stated in the County Committee Book, the Information Systems Commission's activities in the past three years were aligned with the mission and goals. While the Commission meetings are focused primarily on presentations and updates with limited action, the Commission regularly acted in an oversight and advisory capacity, including activities such as reviewing County IS contracts and overseeing major IS initiatives in the County. For these reasons, this report recommends no changes to the Commission and that the Commission is maintained. Note that a sunset review conducted in 2006 found the Commission's accomplishments to be significant and recommended its sunset date to be extended.

INTER-AGENCY COUNCIL ON CHILD ABUSE AND NEGLECT

Type (Chapter)	Five	Number of Meetings Held '07, '06, '05	Multiple Committee Meetings
Subject Area	Children Services	Average Attendance '07, '06, '05	Multiple Committee Meetings
Maximum No. of Members	34	Average Vacancy '07, '06, '05	Multiple Committee Meetings
Maximum No. of Meetings	2	Compensation	No

Mission and Goals:

The mission of the Inter-Agency Council on Child Abuse and Neglect ("ICAN") is to improve the lives of abused, neglected and at-risk children through multidisciplinary efforts that support the identification, prevention and treatment of child abuse and neglect. ICAN provides advocacy and leadership within Los Angeles County, as well as on a state and national basis, for improved policy development, provision of services, public awareness, education and training. Furthermore, ICAN provides a forum for inter-agency communication and coordination of services for the protection of children throughout Los Angeles County.

The Council facilitates training of professionals in the identification, prevention, and treatment of child abuse and neglect, develops recommendations for new and improved services for the prevention and treatment of child abuse and neglect, facilitates implementation of child abuse programs throughout Los Angeles County, increases public awareness of the problems of child abuse and neglect and resources available for prevention and treatment, encourages and facilitates community support for child abuse/neglect programs, and provides leadership in the development of community bases collaborative projects for the prevention and treatment of child abuse and neglect. Membership is multi-jurisdictional and requires individuals in the fields of healthcare, education, and law enforcement and justice, including both the public and private sector, as specified in the Board Motion.

Meetings Held, Attendance and Vacancy:

ICAN is a highly active organization, with various stakeholders inside and outside the County government involved in its activities. The representatives of these stakeholders and ICAN staff work on committees and subcommittees on various issues related to abused, neglected and at-risk children. For these reasons, data on attendance and vacancy cannot be easily aggregated and deciphered.

Activities and Accomplishments:

One major ICAN initiative that exemplifies the work of the organization is the ICAN National Center on Child Fatality Review ("NCFR"), established to develop and promote a nationwide system of Child Fatality Review Teams to improve the health, safety and well being of children and reduce preventable child fatalities and severe injuries. The NCFR serves as a clearinghouse for the collection and dissemination of information and resources related to child deaths, NCFR is dedicated to providing

training and technical assistance to child death review teams throughout the world. As a centralized agent, NCFR enables local, state, regional, and national entities to communicate and learn from one another about programs and activities aimed at decreasing preventable child injuries and fatalities.

Conclusion:

The ICAN is a multi-jurisdictional organization involved in critical advocacy, policy analysis, and collaboration work that brings together various stakeholders to address an underserved population. The County is only one stakeholder involved in ICAN. Based on the interviews and information provided, and the fact the organization is a multi-jurisdictional organization, the report concludes that the ICAN's activities are aligned with its stated mission and objectives, and this report recommends that the entity be maintained.

INTERDEPARTMENTAL COORDINATION GROUP

Type (Chapter)	Four	Number of Meetings Held '07, '06, '05	Not Available
Subject Area	Labor & Government	Average Attendance '07, '06, '05	Not Available
Maximum No. of Members	13	Average Vacancy '07, '06, '05	Not Available
Maximum No. of Meetings	12	Compensation	No

Mission and Goals:

The Interdepartmental Coordination Group was responsible recommending to the Board for adoption, detailed guidelines and procedures to implement the provisions of Section 7.04.380 relating to the posting and closure of certain businesses. It was also responsible for promulgating and recommending to the Board for adoption, detailed guidelines and procedures to coordinate and enhance business regulation and enforcement activities within unincorporated areas.

Meetings Held, Attendance and Vacancy:

According to staff, this body was disbanded more than three years ago, but it remains in the County Committee Book.

Activities and Accomplishments:

See above.

Conclusion:

Since this entity has already been disbanded and the new CEO structure currently performs this interdepartmental coordination function, the report recommends the elimination of this organization from the County Committee Book.

INTERIM PLANNING AGENCY FOR THE SAN FERNANDO VALLEY TRANSPORTATION ZONE

Type (Chapter)	Other	Number of Meetings Held '07, '06, '05	Not Available
Subject Area	Transportation	Average Attendance '07, '06, '05	Not Available
Maximum No. of Members	N/A, N/A, N/A	Average Vacancy '07, '06, '05	Not Available
Maximum No. of Meetings	N/A, N/A, N/A	Compensation	Not Available

Mission and Goals:

The Interim Planning Agency for the San Fernando Valley Transportation was responsible for studying, planning, applying and receiving approval from Los Angeles County Metropolitan Transportation Authority (METRO) to establish a transportation zone that provides high quality, responsive, and cost-effective public transportation services for persons within the jurisdictional boundaries of said transportation zone.

Meetings Held, Attendance and Vacancy:

According to County staff, this interim planning agency was disbanded three years ago as it had met its original purpose.

Activities and Accomplishments:

See above.

Conclusion:

Since this interim planning agency was disbanded three years ago as it had met its original purpose, this report recommends the elimination of this organization from the County Committee Book.

LABOR MANAGEMENT ADVISORY COMMITTEE ON PRODUCTIVITY ENHANCEMENT

Type (Chapter)	One	Number of Meetings Held '07, '06, '05	4,2,4
Subject Area	Labor & Government	Average Attendance '07, '06, '05	81%,67%,63%
Maximum No. of Members	12	Average Vacancy '07, '06, '05	0.0,0.0,0.0
Maximum No. of Meetings	6	Compensation	No

Mission and Goals:

The Labor Management Advisory Committee on Productivity Enhancement ("LACMAC") provides a forum for the County's management and work force to share information with the aim of reducing costs and improving effectiveness, efficiency, and

image of County government. LACMAC is comprised of six management representatives recommended by the Chief Executive Officer and six labor representatives recommended by the Unions.

Meetings Held, Attendance and Vacancy:

This Committee is intended to meet six times a year and has met 10 times over the past three years. The average attendance over this three-year period was 71%. The Committee had no vacancies during this three-year period.

Activities and Accomplishments:

Over the past three years, the Commission has discussed strategies for increasing the use of the County's rideshare program; and has overseen the Employee Wellness Fairs, March of Dimes fundraising efforts as well as the entire Charitable Giving Campaign. In 2007, there was a specific effort to improve the wellness fairs and align these fairs with the strategic goals of the County and the unions.

Conclusion:

Based on its original intent, the Committee did not meet its stated mission and goals for this three-year period. While the primary focus areas for the Committee - which include the rideshare program, charitable giving, and wellness fairs - are of importance to the County, they do not directly address effectiveness and efficiency within the County. However, with two existing Commissions (Economy & Efficiency and Quality & Productivity Commissions) currently working on effectiveness and efficiency issues, there does not appear to be a need for LACMAC to focus on such issues.

LACMAC's function has evolved over the years to primarily provide a forum in which employee and workplace issues can be discussed between management and union representatives without raising these issues to a negotiating environment. This is a valuable forum for the County government. For this reason, this report recommends that LACMAC be maintained, but a general recommendation should be made to allow advisory bodies, such as LACMAC, to more systematically modify their missions and objectives if doing so would provide them an opportunity to remain effective and of value to the County government.

LIBRARY COMMISSION

Type (Chapter)	One	Number of Meetings Held '07, '06, '05	9,10,8
Subject Area	Arts, Parks & Recreation	Average Attendance '07, '06, '05	54%, 59%, 58%
Maximum No. of Members	20	Average Vacancy '07, '06, '05	5%, 4%, 6%
Maximum No. of Meetings	12	Compensation	No

Mission and Goals:

The Library Commission advises the Board and the County Library management on matters of library policy, administration, operation and service. This Commission is comprised of 20 Commissioners as follows: two members nominated by each Supervisor, and ten elected City Council members appointed by cities with two from each of the five supervisorial districts.

Meetings Held, Attendance and Vacancy:

This Commission is intended to meet on a monthly basis and has met a total of 27 times over the past three years. The average attendance over this three-year period is only 54%. The Commission had an average vacancy rate of 5% during this three-year period. In 2004, due to its inability to regularly meet quorum, the Library Commission requested that the Board change its quorum policy from 50% plus one of the maximum membership to 50% plus one of the currently filled positions on the Commission. The requested underscored the Commission's complex appointment process involving the appointment of 10 members by the City Selection Committee, which meets infrequently leading to extended vacancies on the Commission. According to a Commissioner, there was no response from the Board with regards to this request.

It is important to note that there are currently no vacancies on the Commission; however, this report believes that enhanced and centralized oversight would allow such issues to be addressed more promptly. To address attendance issues due primarily to travel constraints, the Commission recently implemented a new policy that allows Commissioners to participate in meetings via teleconferencing (no more than three times) provided all provisions of the Brown Act are adhered to by the Commission.

Activities and Accomplishments:

Data and information on activities and accomplishments were not available. However, based on interviews of Library management and commissioners, the Library Commission has been actively involved in fulfilling functions and responsibilities typical of an oversight and advisory body, including hearing staff reports and presentations, providing input on library policy and programmatic changes (children's programming, library hours, etc.), and reviewing of annual departmental budgets and financial projections.

Conclusion:

Based on the assessment of available information, the report concluded that the Library Commission's activities were aligned with its stated mission and objectives. Furthermore, the Commission plays a critical in providing community input with respect to important services and resources that the County provides. The Los Angeles County Library is the second largest library system in the nation. The County Library provides service to residents living in the County unincorporated areas as well as to residents of 51 of the 88 incorporated cities of Los Angeles County. Jurisdictions may have different MOUs and other types of agreements with the County that dictate the level of services, resources required, and ownership of facilities. Hence, providing

oversight of and stakeholder input to this unique department is essential. Ten current members of the Library Commission were appointed by the City Selection Committee, as they are elected officials from incorporated cities served by the Library. While this Commission is a Chapter 1 organization, the Library Commission requires and involves multi-jurisdictional participation. For these reasons, the report recommends that the Library Commission be maintained.

LICENSE APPEALS BOARD

Type (Chapter)	One	Number of Meetings Held '07, '06, '05	Not Available
Subject Area	Finance & Economy	Average Attendance '07, '06, '05	Not Available
Maximum No. of Members	7	Average Vacancy '07, '06, '05	Not Available
Maximum No. of Meetings	N/A	Compensation	No

Mission and Goals:

The License Appeals Board was responsible for conducting hearings on appeals of business licenses. Upon receiving the documents and transcripts from the Business License Commission, the License Appeals Board may: a) take such actions as, in its opinion, is indicated by such evidence; b) refer the matter back with or without instructions to the Business License Commission for further proceedings; and c) set the matter for hearing before itself in accordance with Section 7.12.070 of the Los Angeles County Code.

Meetings Held, Attendance and Vacancy:

According to staff, by ordinance, this Appeals Board was disbanded and replaced with an appeals officer.

Activities and Accomplishments:

See above.

Conclusion:

Because this Appeals Board was disbanded and replaced with an appeals officer, the report recommends the removal of the License Appeals Board from the County Committee Book.

LOCAL SUPPRESSION OF DRUG ABUSE IN SCHOOLS ADVISORY COMMITTEE

Type (Chapter)	One	Number of Meetings Held '07, '06, '05	Not Available
Subject Area	Public Safety	Average Attendance '07, '06, '05	Not Available
Maximum No. of Members	N/A	Average Vacancy '07, '06, '05	Not Available
Maximum No. of Meetings	N/A	Compensation	No

Mission and Goals:

The Local Suppression of Drug Abuse in Schools Advisory Committee was responsible for concentrating enhanced apprehension, prevention, and education efforts and resources on drug abuse and drug trafficking in and around school campuses.

Meetings Held, Attendance and Vacancy:

Although this Committee is required in order for a jurisdiction to receive funding under the State's Suppression of Drug Abuse in Schools Program, funding has not been awarded under this program since 2003, and the Committee has not met since 2004.

Activities and Accomplishments:

See above.

Conclusion:

There is no longer a need for this Committee, as the funding that required its creation expired in 2003; and thus, the Committee has not met since 2004. For this reason, the Committee is recommended for elimination from the County Committee Book.

LOS ANGELES CITY-COUNTY NATIVE AMERICAN INDIAN COMMISSION

Type (Chapter)	Five	Number of Meetings Held '07, '06, '05	9,9,N/A
Subject Area	Human Services	Average Attendance '07, '06, '05	87%, 85%, N/A
Maximum No. of Members	16	Average Vacancy '07, '06, '05	56%, 54%, N/A
Maximum No. of Meetings	12	Compensation	\$10 per meeting NTE: 36mtgs/yr

Mission and Goals:

The Los Angeles City-County Native American Indian Commission promotes the development of programs and funding resources to serve urban American Indians and organizations, advocates for legislation; researches and disseminates information in the field of American Indian affairs; provides a coordinating function to activities of community groups; serves as a coordinating agency between Federal, State, County,

City, and private agencies; and investigates conditions that adversely affect the welfare and socio-economic status of American Indians.

The Commission is comprised of fifteen members appointed as follows: five appointed by the Board; five appointed by City of Los Angeles; and five selected by the Los Angeles Indian Community pursuant to elections conducted by the Commission. Additionally, there is one Emeritus Commissioner. The Commission has its own Executive Director.

Meetings Held, Attendance and Vacancy:

The Los Angeles City-County Native American Indian Commission is expected to meet monthly. In 2006 and 2007, the Commission met 9 times. While the Commission did not meet on a monthly basis, the average attendance rate for 2006 through 2007 was relatively very high at approximately 86%, while the attendance during 2005 was unknown as the data was unavailable. However, the vacancy rate was high, averaging 55% during these two years.

Activities and Accomplishments:

During the two-year period, the Commission discussed and acted on topical legislative issues pertaining to Native Americans, such as securing the expansion of low down payment mortgages for Native Americans to all areas in the State, and advocating the passage of State legislation that identified and protected Native American cemeteries. The Commission also organized and executed a celebration for Indian Heritage Month, and generally heard presentations on projects, programs, and issues pertaining to Native American issues.

Conclusion:

While the City-County Native American Indian Commission was not involved in activities that met all of the original objectives stated in the County Committee Book, the Commission's activities in the past two years were aligned with its stated mission and several of its key objectives. The Commission, given its stated purpose, plays an important role in addressing issues that impact a highly underserved community. This report recommends that the Commission be maintained.

LOS ANGELES CONVENTION AND EXHIBITION CENTER AUTHORITY COMMISSION

Type (Chapter)	Two	Number of Meetings Held '07, '06, '05	Not Available
Subject Area	Community & Economic Development	Average Attendance '07, '06, '05	Not Available
Maximum No. of Members	15	Average Vacancy '07, '06, '05	Not Available
Maximum No. of Meetings	12	Compensation	No

Mission and Goals:

The Los Angeles Convention and Exhibition Center Authority Commission is a Joint-Powers Authority that was initially charged with overseeing the design and construction within a specified area a suitable Convention and Exhibition Center together with related facilities. The Commission now focuses on convention center expansion related matters and major facility improvements. Meeting once per month, the Authority is comprised of fifteen members as follows: one nominated by each Supervisor and ten nominated by the Mayor of City of Los Angeles, subject to the approval of the Los Angeles City Council. The City of Los Angeles serves as the lead agency on this Commission. Furthermore, the City of Los Angeles has its own advisory body – the Los Angeles Convention Center Department Commission, which is a five-member body appointed by the Mayor.

Meetings Held, Attendance and Vacancy:

Data and information were not available.

Activities and Accomplishments:

Based on other research information, the Commission focuses on convention center expansion related matters and major facility improvements. In this light, the Commission was involved in discussing the Convention Center's short- and long-term goals, reviewing the Convention Center budget, coordinating objectives with peripheral commissions, and hearing presentations and updates on Convention related issues.

Conclusion:

As indicated earlier, the City of Los Angeles has its own advisory body, which advises and consults with the general manager on the operation and maintenance of the Los Angeles Convention Center. While there may be overlap between these two advisory bodies, it appears the Los Angeles Convention and Exhibition Center Authority Commission deals primarily with construction related issues. Furthermore, the Commission is a Chapter 2 organization, or a Joint Powers Authority, where the County is only a sitting member and does not have final authority. For this reason and based on research on its activities, this report recommends that no changes are made to this Commission, and that it be maintained.

LOS ANGELES COUNTY ARTS COMMISSION

Type (Chapter)	One	Number of Meetings Held '07, '06, '05	10,12,11
Subject Area	Arts, Parks & Recreation	Average Attendance '07, '06, '05	71%, 68%, 66%
Maximum No. of Members	15	Average Vacancy '07, '06, '05	0%,0%,0%
Maximum No. of Meetings	12	Compensation	\$20 per meeting NTE: 24 mtgs/yr

Mission and Goals:

The mission of the Los Angeles County Arts Commission is “to foster excellence, diversity, vitality, understanding and accessibility of the arts in Los Angeles County.” The citizen advisory component of the Commission is officially charged with recommending to the Board entities with whom the County should contract to provide artistic performances.

Meetings Held, Attendance and Vacancy:

This Committee is intended to meet monthly and it met 33 times over the past three years. The average attendance from 2005 through 2007 was 68%.

Activities and Accomplishments:

Over the past three years, the Arts Commission has overseen a number of programs and activities including:

- Various internship awards
- Oversight of the multi-million dollar Organization Grant Program panel funding
- Approval of the Annual Holiday Celebration
- Approval of the Ford Theater Roster

Conclusion:

The Commission exists as a quasi-department of the County with its own designated staff and budget, and manages and delivers a variety of programs and services. The mission and goals of the Arts Commission remains to be relevant in the County structure. The Arts Commission’s placement – independent of the departments – within the County organization signifies the importance of the arts and the County’s artistic assets and facilities to the Board. The Commission has met its goals and objectives through its grant programs and other activities. For these reasons, it is recommended that the Arts Commission be maintained.

LOS ANGELES COUNTY BEACH COMMISSION

Type (Chapter)	One	Number of Meetings Held '07, '06, '05	2,4,6
Subject Area	Arts, Parks & Recreation	Average Attendance '07, '06, '05	55%, 56%, 61%
Maximum No. of Members	20	Average Vacancy '07, '06, '05	Not Available
Maximum No. of Meetings	12	Compensation	No

Mission and Goals:

The Los Angeles County Beach Commission reviews the Department of Beaches and Harbors policies, capital projects and contracts as related to the County-operated beaches, and considers and, from time-to-time, makes recommendations to the Board on beach-related issues. The Commission is comprised of twenty members as follows:

ten nominated by the Supervisor of 4th District; seven nominated by the Supervisor of 3rd District; and one nominated by each of the Supervisors of the 1st, 2nd, and 5th Districts.

Meetings Held, Attendance and Vacancy:

The Beach Commission is expected to meet on a monthly basis, but it did not meet very often. Based on available information, the Commission met only twice in 2007. The average attendance rate for 2005 through 2007 was approximately 58%. The attendance was not exemplary, but since it was never below 50% during any of the years in review, the average attendance generally supported a quorum. Information on vacancy was unclear. However, as of April 2008, there were three vacancies (15% of full membership).

Activities and Accomplishments:

Over the past three years, the Commission was involved in:

- Making recommendations on beach-related policies (including dogs on beaches and adopt-a-highway beach trash barrels) to the Board
- Reviewing the Marina Beach strategic plan
- Approving draft letters and position papers to legislators pertaining to beach issues
- Recommending approval of contracts for parking lot management and other beach related services
- Heard presentations pertaining to relevant beach issues (lifeguard, special events, facility maintenance, capital projects, among others) from various Department representatives

Conclusion:

Attendance appears to be an issue that impacts the functioning of this Commission. Furthermore, the Commission did not appear to have met more than twice in 2007, although it is expected to meet on a monthly basis. This may point to the lack of a need to meet on a monthly basis; it may be more appropriate for the Commission to be expected to meet quarterly or every other month. This report's recommendations for established processes that allow modifications would provide the Commission to change its meeting requirements.

Although attendance appears to be an issue, based on available documentation and interviews, the Commission's activities during the past three years were aligned with its stated mission and objectives. These activities were often associated with policy and planning review, legislative analysis, contract and other agreement approvals, and departmental program update review. Furthermore, the Commission fulfills a critical oversight and advisory role of the Department of Beaches and Harbor, a major County department that often interfaces with the public. Hence, having direct citizen input into the management and operations of this Department is important. For these reasons, this report recommends that the Commission be maintained. Note that a sunset review

conducted in 2005 found the Commission's accomplishments to be significant and recommended its sunset date to be extended.

LOS ANGELES COUNTY BOARD OF EDUCATION

Type (Chapter)	One	Number of Meetings Held '07, '06, '05	35,38,41
Subject Area	Education	Average Attendance '07, '06, '05	82%, 87%, 89%
Maximum No. of Members	7	Average Vacancy '07, '06, '05	0%, 0%, 1%
Maximum No. of Meetings	50	Compensation	\$150 per meeting NTE: \$600/month

Mission and Goals:

The Los Angeles County Board of Education establishes policies for the Los Angeles County Office of Education ("LACOE") and governs the Los Angeles County High School for the Arts, the Los Angeles County International Polytechnic High School, and other schools operated by LACOE, including the County's Juvenile Court Schools. The Board of Education is comprised of seven members appointed as follows: one nominated by each Supervisor, and two nominated by the Board of Education rotationally. The Board of Education is required under Section 1000 et seq. of the Education Code, which states that, "Except in a city and county, there shall be a county of education, which shall consist of five or seven members to be determined by the county committee on school district organization."

Meetings Held, Attendance and Vacancy:

The Board of Education is expected to meet a maximum of 50 meetings in each year. In the past three years, the Board of Education averaged 38 meetings per year. The average attendance rate during this three-year period was approximately 86%. There were no vacancies during this period.

Activities and Accomplishments:

As a State-mandated organization, the Board of Education provided advisory and executive oversight over the Los Angeles County Office of Education, and was therefore involved in all aspects of the operations and management of the Department. At its meetings, among other duties, the Board of Education heard reports and presentations from superintendents, approved various service contracts and other expenditure items, and held hearings on a variety of issues, including collective bargaining agreements.

Conclusion:

Over the past three years, the Board of Education has conducted itself in alignment with its stated mission and objectives. For this reason, coupled with the fact that as a state-mandated organization the Board of Education plays an important oversight role, the report recommends that the Board of Education be maintained.

LOS ANGELES COUNTY CHILDREN AND FAMILIES FIRST-PROPOSITION 10 COMMISSION (aka FIRST 5 L.A.)

Type (Chapter)	One	Number of Meetings Held '07, '06, '05	7,9,10
Subject Area	Children Services	Average Attendance '07, '06, '05	87%, 68%, 77%
Maximum No. of Members	9	Average Vacancy '07, '06, '05	0%, 0%, 0%
Maximum No. of Meetings	N/A	Compensation	\$150 per meeting NTE: \$7200/yr

Mission and Goals:

The First 5 L.A. Commission's mission is to make significant and measurable progress towards increasing the number of children from the prenatal stage through age 5 who are physically and emotionally healthy, safe, and ready to learn. The Commission is responsible for preparing a County Strategic Plan for the support and improvement of early childhood development within the County. First 5 L.A. is State-funded through Proposition 10, which added a 50-cent tax to each pack of cigarettes in the State.

The Commission is comprised of nine members including the following: the Chair of Board or his/her designee; Department of Health Services Director; Department of Mental Health Director; an expert on early childhood education nominated by the Los Angeles County Superintendent of Schools; and five additional members representing recipients of project services included in the County Strategic Plan; representatives of local child care resource or referral agencies; representatives of local organizations for the prevention/early intervention for families at risk; representatives or community-based organizations that have goal of promoting, nurturing, and early childhood development; representative of local school districts; and representatives of local medical, pediatric or obstetric associations.

Meetings Held, Attendance and Vacancy:

There is no maximum number of meetings that the Commission is expected to hold. However, during the past three years, the Commission met for a total of 26 times. At an average rate of 77%, attendance was high during this period. There were no vacancies during these three years.

Activities and Accomplishments:

Utilizing Proposition 10 funds since 1998, First 5 L.A. has invested an estimated \$800 million in grants and programs that promote the health, education, and safety causes concerning young children and families. The First 5 L.A. Board of Commissioners is currently comprised of 13 members, who have advisory and oversight responsibility over the First 5 L.A. organization. As part of this responsibility, the Commissioners meet to review and approve funding grants to service providers, discuss new funding and programmatic initiatives, review and discuss pending local and state legislation

and budgets, and even approve revisions to personnel policies and guidelines for wages, performance-based increases, and market adjustments.

Conclusion:

The First 5 L.A. Board of Commissioners plays an important oversight role over the First 5 organization, which is a State-funded organization. The Commission Board has been involved in activities that are aligned with its stated mission and objectives. For these reasons, the report recommends that the Commission be maintained.

LOS ANGELES COUNTY CHILDREN’S PLANNING COUNCIL

Type (Chapter)	One	Number of Meetings Held '07, '06, '05	6,6,6
Subject Area	Children Services	Average Attendance '07, '06, '05	93%, 88%, 86%
Maximum No. of Members	33	Average Vacancy '07, '06, '05	Not Available
Maximum No. of Meetings	6	Compensation	No

Mission and Goals:

The Los Angeles County Children’s Planning Council (“Council”) is a countywide public/private partnership that advises the Board regarding the delivery of services to children in county; studies and reports on ways to eliminate barriers to the prevention and early identification of problems of children and services to alleviate those problems; identifies service area gaps and solutions; promotes collaboration among public and private child-serving agencies; and develops and maintains a County-wide strategic plan to serve children. The Council is involved in the delivery of services through the coordination of local efforts of the nine Service Planning Area Councils (including the American Indian Council).

In September 2008, the Board adopted a new ordinance that made some fundamental changes to the Council. First, the Council’s mission has been revised from one focused around service planning to development, coordination and effective delivery of services and support. This change signals the evolving purpose of the organization that has taken place since its inception. Secondly, the Council’s name was changed to The Children’s Council of Los Angeles County.

Thirdly, the ordinance reduced total membership from 51 to 33 members. The number of ex-officio members were reduced from 14 to 5 (Chairman Pro-Tem, Board of Supervisors; Chief Executive Officer; Presiding Judge, Juvenile Court; Superintendent, County Office of Education; Superintendent, Los Angeles Unified School District). New County-related voting members were added, including a representative from First 5 LA and two County department directors from each of the following area/service cluster: Children and Families’ Well-Being, Health and Mental Health Services, Community and Municipal Services, and Public Safety.

The non-County-related voting members are representatives of each service planning area council, Association of Community Human Service Agencies, League of California Cities, City of Los Angeles, and Children's Council Foundation (described below). In addition, each Board Supervisor is allowed to nominate one member who is knowledgeable of children's issues. Fourthly, the new ordinance allowed the Council to add to its staff a Director position to oversee the Service Planning Area Councils and American Indian Council.

In addition to the Council, there exists the Children's Council Foundation, an independent non-profit entity that serves as the Council's fiscal agent. The County, therefore, contracts with this nonprofit entity for the provision of services. The Foundation also receives funding from the First 5 LA Commission (the new ordinance has added the First 5 LA Commission to the Council's membership). The Council has been operating on an annual budget of approximately \$6 million, supporting a staff of approximately 30 FTEs.

Meetings Held, Attendance and Vacancy:

The Council is intended to meet every other month and has met 18 times over the past three years. The average attendance from 2005 through 2007 was 83%.

Activities and Accomplishments:

The Council provided an opportunity for communication and coordination between the various County, city, and non-profit agencies servicing children and youth in Los Angeles. The Council also heard reports on the impact of several Federal and State policies, programs and laws that could affect youth and children in Los Angeles County. The Committee also reviewed the LA County budget for children related services and the status of LA County's Strategic Plan Goal 5 (Child and Family Well-being). The Council has discussed the need to review/revise its governance and structure and has worked on the development of a strategic plan.

Conclusion:

The Children's Council has a unique organizational structure among the County's advisory bodies, particularly because of the existence of the affiliated, non-profit Children's Council Foundation, which enters into service contracts with the County and receives annual funding from certain County departments. As a result of the new ordinance adopted in September 2008, the new organizational structure now possesses a membership composition that allows more substantive County input, including voting rights for certain Department Directors. Under the previous membership provisions, County departments served only as ex-officio members. The new structure allows for increased departmental participation and enhanced County oversight of the Council's activities and services.

This report concluded that the Children's Council fulfilled important communication and community outreach roles for children and youth services in Los Angeles County.

Through the Service Planning Area Councils, the Council is an effective forum for involving the input of community members in strategic planning that affects the well-being of children in their neighborhoods. Furthermore, through our assessment of available documentation, the Council has been involved in activities during the past three years that were aligned with its stated mission and objectives. For these reasons, this report recommends the Council be maintained.

LOS ANGELES COUNTY CITIZEN'S ECONOMY AND EFFICIENCY COMMISSION

Type (Chapter)	One	Number of Meetings Held '07, '06, '05	9, N/A, N/A
Subject Area	Labor & Government	Average Attendance '07, '06, '05	69%, 64%, 64%
Maximum No. of Members	21	Average Vacancy '07, '06, '05	31%, 16%, 17%
Maximum No. of Meetings	12	Compensation	No

Mission and Goals:

The Los Angeles County Citizen's Economy and Efficiency ("E&E") Commission provides local government with purposeful citizen input to assist in: seeking the most effective means of utilizing its resources; improving local government service delivery; recognizing the imperatives of innovation; seeking techniques for improved accountability; and retaining the respect and trust of its citizens. The E&E Commission is under the administrative oversight of the Executive Office of the Board, and is staffed by an Executive Director and one administrative support staff person.

Meetings Held, Attendance and Vacancy:

This Commission is intended to meet every other month and has met 30 times over the past three years. The average attendance from 2005 through 2007 was 66%. As of April 2008, there were three vacancies (14% of full membership).

Activities and Accomplishments:

Heard presentations on a wide range of issues from a variety of departments and agencies, including:

- Department of Public Works
- Current Status of Legislation Affecting Los Angeles County
- Homeland Security in Los Angeles County
- Future of Los Angeles County
- Achievement of Risk Management
- Working in the Governmental System to Achieve Effective Results
- Impact of Domestic Violence on the Homelessness of Children and Families
- Los Angeles County Budget
- Child Care Fraud in Los Angeles County

- Economy of Los Angeles County
- LAPD Management and Operations
- Elections Operations Update
- Goals for Los Angeles County
- Public Policy Issues, Concerns and Challenges of Districts
- New Governance of the County
- District Attorney for Los Angeles County
- Use of DNA as a crime-fighting tool
- County Assessor on that office and most urgent issues affecting it in the current real estate market and how the market is affecting County revenue
- Department of Consumer Affairs

In addition to these presentations, the Commission deals with a number of ongoing issues, including County business licensing, utilization of retired law enforcement personnel in a reserve corps capacity, and review of business continuation efforts of the County. Additionally, the Commission discussed the development of goals and objectives (including field trips). The Executive Director also discussed a proposal from the Executive Office of the Board to share the Commission's reports on government efficiency by archiving them in the library system and possibly with universities. Finally, the Commission was awarded \$35,000 from the Productivity Commission to develop a 10-minute Civil Grand Jury recruitment video.

Conclusion:

While it may appear that there is overlap with the Quality and Productivity Commission, the E&E Commission has a distinct role and relationship to the Board. Merging of the two commissions may jeopardize the effectiveness of both bodies.

Based on Commission documentation for prior years, the majority of the time was focused on presentations from County departments and other agencies. Previously, the Commission conducted a number of discreet studies that evaluated various aspects and functions of the County government structure and operations. But in recent years, fewer studies were conducted. While the Commission's more recent activities have not been as apparent as these written studies, they nevertheless were aligned with the Commission's stated mission and primary objectives.

Recently, the Commission has gone through significant organizational changes, having hired a new Executive Director, who had replaced a long-serving Executive Director. With this new management, the Commission is working on developing a clear workplan. For the reasons above, the report recommends that this Commission be maintained. The Board should follow up with the Commission on the workplan that is being developed. Note that a sunset review conducted in 2006 found that the Commission's accomplishments were significant and recommended that its sunset date be extended.

LOS ANGELES COUNTY COMMISSION ON AGING

Type (Chapter)	One	Number of Meetings Held '07, '06, '05	N/A, N/A, 4
Subject Area	Aging & Elderly	Average Attendance '07, '06, '05	N/A, N/A, 56%
Maximum No. of Members	45	Average Vacancy '07, '06, '05	N/A, N/A, N/A
Maximum No. of Meetings	12	Compensation	Yes NTE: 3 mtgs/quarter

Mission and Goals:

The Los Angeles County Commission on Aging is charged with advising the Board and line departments that provide services to older adults; assisting local community groups to plan for and develop services for older persons; providing general education programs to create self-sufficiency among older adults; and increasing the understanding of problems, needs, and contributions of such persons to the larger community. The Commission is comprised of forty-five member, eight nominated by each Supervisor, and each Supervisor or his designee.

Meetings Held, Attendance and Vacancy:

Data and information provided is incomplete and cannot be aggregated. Data for 2005 shows that the Commission met 4 times and had an attendance rate of 56%. As of April 2008, there were four vacancies (9% of full membership).

Activities and Accomplishments:

The LACCOA is involved in the Seniors on the Move program with the Los Angeles County Metropolitan Transportation Authority, organizes Older American Recognition Day events, and is currently in the midst of conducting a Needs Assessment of senior needs. The LACCOA has a current annual budget of approximately \$25,000.

Conclusion:

The LACCOA's goals and objectives are broad, and a review of meeting minutes suggests a lack of planning and alignment of activities to stated mission and goals. Minutes from 2006 described a Commission retreat in which discussion occurred regarding the need to define the role of LACCOA in light of the existence of the AAA Council. LACCOA recently created an ad-hoc committee to re-evaluate the appropriateness and relevancy of its mission and objectives, and to develop a future direction for the Commission. The ad-hoc committee developed a one-page "Moving Forward" plan outlining a process in which issue topics are selected, work groups are created, work group responsibilities are established, and final products are delivered. While this plan represents a step in the right direction for LACCOA, it does not support the argument for two separate advisory bodies (along with the Area Agency on Aging Advisory Council) both focusing on similar aging related issues and concerns.

There appears to be a viable case for incorporating the Commission into the Area Agency on Aging Advisory Council. Events and meetings which involve the

participation of both organizations occur often, as there are members who sit on both Commissions. The need for two entities addressing the aging population is unclear and unsubstantiated. In fact, combining the two organizations and their resources would likely eliminate duplicative efforts, resources and member/Commissioner time and, thereby, promote collaboration and improve overall efficiency and effectiveness. This report recommends the merging of the Commission into the Area Agency on Aging Advisory Council. Additional discussion of this recommendation is contained in the report. Note that a sunset review conducted in 2007 found that the Commission's accomplishments were significant and recommended that its sunset date be extended.

LOS ANGELES COUNTY COMMISSION ON DISABILITIES

Type (Chapter)	One	Number of Meetings Held '07, '06, '05	11,11,11
Subject Area	Disabilities	Average Attendance '07, '06, '05	70%, 58%, 61 %
Maximum No. of Members	18	Average Vacancy '07, '06, '05	28%, 21 %, 15 %
Maximum No. of Meetings	12	Compensation	\$25 per meeting NTE: 12 mtgs/yr

Mission and Goals:

The Los Angeles County Commission on Disabilities' mission is to "advise the Los Angeles County Board of Supervisors on a range of issues affecting the lives of people with disabilities and of actions they can take to achieve a barrier-free County where people with disabilities have equal access to programs and services." The Commission is responsible for advising the Board on the unique needs of people with disabilities; conducting studies and making recommendations regarding policies, systems, and procedures; cooperating with organizations seeking to improve services; and evaluating the adequacy of existing laws and proposed legislation.

The Commission is comprised of eighteen members appointed by the Board and based upon the following criteria: people with disabilities or sensitive to the needs of people with disabilities; have demonstrated leadership in their professions and have an interest in and knowledge of the needs of people with disabilities; or have policy-making authority in the field which otherwise qualifies them for membership. Additionally, the Commission includes the Department Heads, or their designee, of the following County departments to serve as advisory non-voting members: Department of Mental Health; Department of Health Services; Department of Public Social Services; Office of the Chief Administrative Officer; Director of Internal Services; and Superintendent of Schools.

Meetings Held, Attendance and Vacancy:

This Commission is intended to meet monthly and has met 33 times over the past three years. The average attendance from 2005 through 2007 was 66%. Vacancy appears to be an issue in the past three years, particularly in 2007, when the vacancy rate was 28%.

The issue of commissioner vacancies and absences has been discussed at Commission meetings. As of April 2008, there were 4 vacancies (22% of full membership).

Activities and Accomplishments:

The Commission on Disabilities is involved in a number of areas related to disabled persons, including direct implementation of programs, such as the Access Awards Luncheon, the Bill Tainter Scholarship Program, and the KTYM Radio 1460 AM Community Forum Program. Additionally, the Commission makes recommendations to the Board on positions on legislation and programs to be funded. The Commission also provides oversight on programs related to Disabilities Civil Rights Compliance and Affirmative Action Compliance. The Commission provides another avenue for service coordination and information dissemination about other programs throughout the County offered by government and non-profit agencies.

Conclusion:

The Commission on Disabilities serves an important role in the County government, as an advocate for people with disabilities and as an advisory body to the Board on issues impacting this underserved population. The report found that the Commission's activities during the past three years were aligned with its stated mission and objectives, both through the recommendations that it makes to the Board as well as the programs that it operates. The report recommends the Commission be maintained. Note that a sunset review conducted in 2006 found the Commission's accomplishments to be significant and recommended its sunset date to be extended.

LOS ANGELES COUNTY COMMISSION ON INSURANCE

Type (Chapter)	One	Number of Meetings Held '07, '06, '05	6,6,5
Subject Area	Insurance	Average Attendance '07, '06, '05	70%, 78%, 64%
Maximum No. of Members	10	Average Vacancy '07, '06, '05	0%, 0%, 10%
Maximum No. of Meetings	6	Compensation	No

Mission and Goals:

The Los Angeles County Commission on Insurance is charged with keeping the Board informed of developments pertaining to consumer insurance matters; submitting reports and recommendations; developing recommendations on methods for reducing the costs of insurance; developing recommendations for improving consumer education and awareness; and conducting public hearings as requested. The Commission is comprised of ten members, with each Board office appointing two members based on experience or knowledge in the area of consumer insurance.

Meetings Held, Attendance and Vacancy:

The Commission on Insurance is expected to have six meetings per year. The average attendance from 2005 – 2007 was 71% which is satisfactory. Vacancy is not an issue with this Commission, as it has had full membership for the past two years.

Activities and Accomplishments:

The Commission on Insurance has recommended a number of legislative positions to the Board of Supervisors, written public policy position and advocacy letters to State and Federal officials, pursued access to insurance agents for underserved areas, recommended to the Board extension of terrorism coverage along with other insurance policy changes, investigated the issue of cancelled insurance policies, and heard and discussed various staff reports and presentations. For example, in one of the 2007 meetings, the Commission requested the Board to work with the State Legislature to approve a standardized insurance application for use by all California insurance companies that cannot be rescinded or cancelled without reasonable proof of intentional misrepresentation on behalf of the applicant.

Conclusion:

Filling an important role in the County structure, this Commission acts in an advisory capacity to the County and makes numerous recommendations to the Board each year. The Commission's activities in the past three years were aligned with its stated mission and goals. This report recommends that this Commission be maintained.

LOS ANGELES COUNTY COMMISSION ON LOCAL GOVERNMENTAL SERVICES

Type (Chapter)	Five	Number of Meetings Held '07, '06, '05	7,6,8
Subject Area	Labor & Government	Average Attendance '07, '06, '05	60%, 60%, 65%
Maximum No. of Members	21	Average Vacancy '07, '06, '05	35%, 26%, 25%
Maximum No. of Meetings	12	Compensation	No

Mission and Goals:

The Los Angeles County Commission on Local Governmental Services examines intergovernmental jurisdictional alternatives for local governmental services in the Los Angeles County area with the goal of providing better, more responsible and/or cost effective delivery of these services to the public. The Commission is comprised of 18 members, representing business, labor, academic, minority and community interests appointed by the following: ten by the Board (two by each Supervisor); two by the Mayor of Los Angeles; three by the President of the Los Angeles City Council; one by the Independent Cities Association; one by the California Contract Cities Association; and one by the Los Angeles Division of the League of California Cities. Additionally, the Commission has three ex-officio members appointed as follows: one appointed by

the CEO; one appointed by the Los Angeles County Sheriff; and one appointed by the LAPD.

Meetings Held, Attendance and Vacancy:

The Commission on Local Governmental Services is expected to have 12 meetings per year. The Commission met a total of 21 times from 2005 to the end of 2007. The average meeting attendance in 2007 and 2006 was 60%, which has posed quorum and participation challenges. The Commission also had a consistent number of vacancies (29% average during the three-year period) and had difficulty filling those vacancies. However, as of April 2008, there were only two vacancies (10% of full membership).

Activities and Accomplishments:

The primary activity of the Commission during this period was to develop and begin implementation of a study of taxi cab services in the County. In addition, the Commission has worked with CalTRANS staff to improve communication and receive responses to city concerns regarding CalTRANS projects in their communities. This effort was known as "Gateway to Solutions." The Commission also initiated efforts to investigate a joint venture between the County and various cities for public real estate projects and received presentations and provided feedback on the County's 911 response system.

Conclusion:

Based on a review of available document and interviews, the Commission's activities were aligned with its stated mission and objectives, through its study of various inter-jurisdictional services, primarily the taxi cab system. Furthermore, the Commission is a Chapter 5 or a multi-jurisdictional organization, in which the County has limited authority. For these reasons, the Commission is recommended to be maintained.

LOS ANGELES COUNTY COMMUNITY ACTION BOARD

Type (Chapter)	One	Number of Meetings Held '07, '06, '05	12,12,N/A
Subject Area	Family Services	Average Attendance '07, '06, '05	75%, 74%, N/A
Maximum No. of Members	15	Average Vacancy '07, '06, '05	28%, 31%, N/A
Maximum No. of Meetings	12	Compensation	No

Mission and Goals:

The Los Angeles County Community Action Board ("CAB") reviews policies and accountability of the Community Action Agency ("CAA") and recommends any changes; establishes an appeals process for programs seeking relief in connection with disputes with the CAA administration; supervises the administration of all Community Service Block Grant (CSBG) policies and standards; and participates in the development and implementation of all programs and projects designed to serve the poverty

community of low-income areas. The CAB is comprised of fifteen members as follows: five representatives of the public sector; five representatives of the private sector; and five representatives of the low-income sector.

Meetings Held, Attendance and Vacancy:

The CAB is intended to meet on a monthly basis, and the organization has adhered to that expectation for the past two years. Attendance at the CAB meetings had been high, averaging 74% during this two-year period, while vacancy averaged 28%.

Activities and Accomplishments:

The CAB was involved in a variety of typical advisory and oversight activities during the two years, including: reviewing nominating, budget, and policy review committee reports, hearing presentations from various service provider, hearing administrative reports on CSBG RFP, approving of the quarterly report to the Board, and discussing and planning for the community action plan.

Conclusion:

While the CAB appeared to be involved in holding and discussing staff and other presentations and reports, as an oversight committee, the CAB's activities were aligned with its stated mission and objectives during the review period. This report recommends that the CAB be maintained.

LOS ANGELES COUNTY EMERGENCY MANAGEMENT COUNCIL

Type (Chapter)	One	Number of Meetings Held '07, '06, '05	2,3,2
Subject Area	Public Safety	Average Attendance '07, '06, '05	Not Available
Maximum No. of Members	7	Average Vacancy '07, '06, '05	Not Available
Maximum No. of Meetings	3	Compensation	No

Mission and Goals:

The Los Angeles County Emergency Management Council ("EMC") oversees the preparedness activities of various County departments ensuring unity of purpose, including preparation of plans, training of employees, and related activities. It also assists the Board when the County Emergency Organization is mobilized. This inter-departmental council is comprised of the following seven members: the Chief Executive Officers (chairman), the Los Angeles County Sheriff (vice-chairman), the Forester or Fire Warden, the Director Public Works, the Director of Health Services, the Director of Internal Services, and the Director of Public Social Services. Additionally, the Council includes the following ex-officio members: the County Counsel, the Chief Medical Examiner-Coroner, the County Superintendent of Schools, and a member nominated by Los Angeles Chapter of American Red Cross.

Meetings Held, Attendance and Vacancy:

The EMC is intended to meet three times per year. In the past three years, the EMC has met a total of 7 times. Attendance and vacancy data is not available.

Activities and Accomplishments:

Over the past three years, the EMC was involved the following activities: developing a Tsunami response plan, providing oversight of emergency exercises, and reviewing and advising on related emergency preparedness grant applications submitted by Los Angeles County.

Conclusion:

As an intra-agency organization housed in the CEO that coordinates the emergency efforts and activities of the various County departments and is charged with assisting the Board when the County Emergency Organization is mobilized, the EMC plays a critical role in the County government. A review of documents and interview notes indicated that the EMC's activities in the past several years were in accordance with its stated mission, goals and objectives. This report recommends that the EMC be maintained.

LOS ANGELES COUNTY HAZARDOUS WASTE MANAGEMENT ADVISORY COMMITTEE

Type (Chapter)	One	Number of Meetings Held '07, '06, '05	Not Available
Subject Area	Public Works	Average Attendance '07, '06, '05	Not Available
Maximum No. of Members	25	Average Vacancy '07, '06, '05	Not Available
Maximum No. of Meetings	N/A	Compensation	No

Mission and Goals:

The Los Angeles County Hazardous Waste Management Advisory Committee was formed to assist in the preparation and administration of the County Hazardous Waste Management Plan. The membership includes those appointed by the Board, representatives from the Department of Public Works, and several members appointed by the City Selection Committee. State law required the County to establish an advisory committee to assist in the preparation and administration of the County Hazardous Waste Management Plan.

Meetings Held, Attendance and Vacancy:

The Advisory Committee has not met since 1998 because it has met its original stated purpose.

Activities and Accomplishments:

See above.

Conclusion:

The Advisory Committee has not met since 1998 and has met its original purpose. The Committee remains on the County Committee Book and is, therefore, recommended to be removed.

LOS ANGELES COUNTY HEALTH FACILITIES AUTHORITY COMMISSION

Type (Chapter)	Two	Number of Meetings Held '07, '06, '05	Not Available
Subject Area	Health	Average Attendance '07, '06, '05	Not Available
Maximum No. of Members	7	Average Vacancy '07, '06, '05	Not Available
Maximum No. of Meetings	12	Compensation	No

Mission and Goals:

The Los Angeles County Health Facilities Authority Commission was responsible for acquiring, constructing, improving, expanding, reconstructing, remodeling, replacing and equipping certain hospital and health care facilities and related facilities within Los Angeles County which constitute portions of the Los Angeles County Hospital System and related health care facilities.

Meetings Held, Attendance and Vacancy:

This Commission has not met for the past three years, and is not anticipated to meet again in the foreseeable future.

Activities and Accomplishments:

See above.

Conclusion:

This Commission has not met for the past three years, and is not anticipated to meet again in the foreseeable future. The Commission remains on the County Committee Book and is, therefore, recommended to be removed.

LOS ANGELES COUNTY HIGHWAY SAFETY COMMISSION

Type (Chapter)	One	Number of Meetings Held '07, '06, '05	8,8,10
Subject Area	Transportation	Average Attendance '07, '06, '05	84%, 80%, 87%
Maximum No. of Members	7	Average Vacancy '07, '06, '05	Not Available
Maximum No. of Meetings	4	Compensation	\$25 per meeting NTE: 4 mtgs/month

Mission and Goals:

The Los Angeles County Highway Safety Commission considers, investigates, and makes recommendations regarding requests and suggestions as to traffic control. It also is responsible for cooperating with all other jurisdictions in Los Angeles County in minimizing traffic problems and developing uniform standards to ensure maximum safety. The Commission is comprised of seven members as follows: one nominated by each Supervisor, and two nominated by the Chair of the Board upon recommendation provided by private and parochial schools and the Los Angeles County Board of Education.

Meetings Held, Attendance and Vacancy:

The Los Angeles County Highway Safety Commission is expected to meet quarterly, but it has met at least 8 times each year during the three-year period under review. The Commission met more than the maximum number of meetings allotted by the County Committee Book. The average attendance rate for 2005 through 2007 was approximately 84%, which is very high compared to those of the other Commissions. There were no vacancies during this three-year period.

Activities and Accomplishments:

Over the past three years, the Commission was involved in holding hearings and making decisions on appeals of LADPW decisions relating to traffic control measures; reviewing the impact of CalTrans relinquishment of State highways; reviewing the LADPW Strategic Plan; hearing Departmental presentations on a variety of County traffic control-related programs and activities; approving Board motion to have LADPW install traffic signals at select intersections; and recommending positions on various legislations to the Board.

Conclusion:

Based on the available information, the report concluded that the Highway Safety Commission continues to fulfill important oversight and advisory functions for the County and its activities during the past three years were aligned with its stated mission and goals. For these reasons, the Commission is recommended to be maintained.

LOS ANGELES COUNTY HISTORICAL LANDMARKS AND RECORDS COMMISSION

Type (Chapter)	One	Number of Meetings Held '07, '06, '05	1,1,2
Subject Area	Arts, Parks & Recreation	Average Attendance '07, '06, '05	80%, 80%, 60%
Maximum No. of Members	5	Average Vacancy '07, '06, '05	0%, 0%, 0%
Maximum No. of Meetings	4	Compensation	No

Mission and Goals:

The Los Angeles County Historical Landmarks and Records Commission recommends to the Board local historical landmarks defined to be worthy of registration by the State Department of Parks & Recreation either as “California Historical Landmarks” or “Points of Historical Interest,” and comments on applications relating to the National Register of Historic Places. The Commission is comprised of five residents of Los Angeles County. Additionally, the Commission includes the following ex-officio members: the President of the Department of Museum of Natural History, County Librarian, Registrar-Recorder, County Clerk, County Administrator or Clerk of the Los Angeles Municipal Court, and the Executive Officer or Clerk of the Superior Court.

Meetings Held, Attendance and Vacancy:

The Commission is expected to meet on a quarterly basis, but it appears that it actually meets on an annual basis. The average attendance rate for 2005 through 2007 was approximately 70%, although the Commission has experienced an 80% attendance rate in the past two years. The Commission has had a full membership roster.

Activities and Accomplishments:

In the past three years, the Commission has reviewed nominations and made recommendations on sites that should be included in National or California Register of Historical Places, heard public comments on landmark and potential landmark sites, provided oversight of the County archive project, and reviewed the Historical Landmark Preservation Ordinance.

Conclusion:

Based on the available information, the Commission’s activities during the past three years were aligned with its stated mission and goals. It appears also that it has not been necessary for the Commission to meet on a quarterly basis. Other than perhaps altering the County Committee Book to reflect this change, this report recommends that the Commission be maintained, because of its past adherence to its mission statement and continued relevance to the County.

LOS ANGELES COUNTY HOUSING COMMISSION

Type (Chapter)	One	Number of Meetings Held '07, '06, '05	8,5,12
Subject Area	Community & Economic Development	Average Attendance '07, '06, '05	65%, 88%, 69%
Maximum No. of Members	9	Average Vacancy '07, '06, '05	17%, 24%, 14%
Maximum No. of Meetings	N/A	Compensation	Yes, amount unknown

Mission and Goals:

The Los Angeles County Housing Commission makes recommendations on matters coming before the Housing Authority of Los Angeles County; is responsible for various Authority matters, including tenant problems, personnel grievances, operating equipment decisions, expenditures, and program operations as delegated by the Board; and hears, determines, and resolves all authority tenant complaints and problems. The Commission is comprised of nine Commissioners as follows: two tenants of properties owned or managed by the Housing Authority of Los Angeles County (one over 62 yrs of age); two participants in the U.S. Department of Housing and Urban Development Section 8 Tenant-Based Rental Assistance Program; and five non-tenant members with experience or education regarding the acquisition, development, design, construction, financing, marketing, managing, or operating of residential income property.

Meetings Held, Attendance and Vacancy:

The average attendance for the Housing Commission was 75%, which is relatively high compared to the other advisory bodies reviewed under this study. There is no maximum number of meetings that the Commission could hold, but the actual number of meetings held during each year of the three year period was inconsistent, between 5 and 12 meetings. The average vacancy rate during this period was relatively high at 18%, which equates to an average of almost 2 vacant members. However, relatively higher attendance rates were likely to have mitigated this issue.

Activities and Accomplishments:

The Housing Commission provided regular oversight and advice to the Community Development Corporation and Housing Authority on department processes and procedures. In addition, the Housing Commission completed the following activities:

- Approved purchase agreements and contracts related to public housing units development and improvements
- Approved acceptance of funds from HUD and other funding for Housing Authority projects
- approved Housing Authority's annual budget and annual plan
- Provided support to residents who have been relocated

Conclusion:

The Commission provided significant oversight of County operations and financial and contractual obligations as it relates to public housing. Furthermore, a review of prior activities indicated that the Commission's work during the past three years was aligned with its stated mission and objectives. For these reasons, this report recommends that the Housing Commission be maintained.

LOS ANGELES COUNTY-MARTIN LUTHER KING, JR. GENERAL HOSPITAL AUTHORITY COMMISSION

Type (Chapter)	Two	Number of Meetings Held '07, '06, '05	Not Available
Subject Area	Health	Average Attendance '07, '06, '05	Not Available
Maximum No. of Members	15	Average Vacancy '07, '06, '05	Not Available
Maximum No. of Meetings	1	Compensation	No

Mission and Goals:

The Los Angeles County-Martin Luther King, Jr. General Hospital Authority Commission, a joint-powers authority, existed to provide for the construction and operation of a hospital and related facilities for the use and benefit of the public upon a site located on 120th Street, between Compton and Wilmington, Los Angeles.

Meetings Held, Attendance and Vacancy:

The Commission has not met in the past three years.

Activities and Accomplishments:

See above.

Conclusion:

The Commission has not met in the past three years. However, there is the possibility that this Commission is reactivated, depending on pending policy decisions with respect to the future of this hospital. For this reason, this report recommends maintaining this Commission, until more information is known.

LOS ANGELES COUNTY MENTAL HEALTH COMMISSION

Type (Chapter)	One	Number of Meetings Held '07, '06, '05	11,11,11
Subject Area	Health	Average Attendance '07, '06, '05	83%, 83%, 78%
Maximum No. of Members	16	Average Vacancy '07, '06, '05	5%, 7%, 7%
Maximum No. of Meetings	12	Compensation	No

Mission and Goals:

The Los Angeles County Mental Health Commission reviews and evaluates community mental health needs, services, facilities, and problems; reviews County agreements pursuant to Welfare and Institutions Code Section 5650; reviews and approves procedures to ensure citizen and professional involvement in planning process; submits an annual report on need and performances of County mental health system; makes

recommendations on appointment of Director of Mental Health; comment on County's performance outcome data and communicate findings to the Mental Health State Planning Council; and assesses the impact of the realignment of services from the State to the County on services delivered to clients. This Commission is comprised of 16 Commissioners: three nominated by each Supervisor, and one Supervisor nominated by the Chair of the Board annually. This Commission is required under Section 5604.(a)(1) of the State's Welfare and Institutions Code which states, "Each community mental health service shall have a mental health board consisting of 10 to 15 members, depending on the preference of the county, appointed by the governing body."

Meetings Held, Attendance and Vacancy:

The Commission is expected to hold a maximum of 12 meetings per year, but held 11 meetings per year in the past three years. The average attendance from 2005 – 2007 was 82%, which is relatively high. Vacancy does not appear to be an obstacle with this Commission, averaging about 7% during the review period.

Activities and Accomplishments:

During the three-year period, the Commission performed duties consistent with an oversight and advisory body, including: hearing and discussing presentations and update reports from the DMH Director and other County representatives; review pending State legislation and draft position papers as necessary; and conduct public hearings and consider public comments and input.

Conclusion:

While the activities of the Commission are typical of an oversight entity and do not appear to be significant, the Commission is required by State Code. For this reason and the fact that the Commission's past activities fit within the general parameters of its stated mission and objectives, the report recommends that the Commission be maintained.

LOS ANGELES COUNTY SMALL BUSINESS COMMISSION

Type (Chapter)	One	Number of Meetings Held '07, '06, '05	4,4,4
Subject Area	Community & Economic Development	Average Attendance '07, '06, '05	74%, 58%, 55%
Maximum No. of Members	20	Average Vacancy '07, '06, '05	5%, 0%, 4%
Maximum No. of Meetings	4	Compensation	No

Mission and Goals:

The Los Angeles County Small Business Commission provides ongoing advice and support to the Los Angeles County Board to help business grow and do business with Los Angeles County. It is responsible for monitoring and evaluating progress in

implementation of “Bold Steps Forward” recommendations adopted by the Board for improving the County’s procurement practices.

This Commission is comprised of twenty Commissioners, four nominated by each Supervisor. Additionally, this Commission includes the following ex-officio members: U.S. Small Business Administration, State Department of General Services; deputies from the five Supervisorial Districts; Chief Executive Officer; and the departments of Internal Services, Public Works, Auditor-Controller, Health Services, Affirmative Action Compliance, Sheriff, County Counsel, and Community Development Commission.

Meetings Held, Attendance and Vacancy:

The Small Business Commission is expected to hold a maximum of four meetings per year, and has adhered to that expectation for the past three years. The average attendance from 2005 – 2007 was 62%. The attendance rate in 2007 was much improved from the previous two years, where attendance fell below 60%. Vacancy does not appear to be an obstacle with this Commission. However, as of April 2008, there were four vacancies (20% of full membership).

Activities and Accomplishments:

The Small Business Commission provided a number of recommendations to the Board of Supervisors that have been implemented including:

- Implementation of the Prompt Payment Policy and a Prompt Payment Small Business Liaison
- Development of a Small Business Demographic Study to catalog small business in the county and encourage their registration
- Implementation of a number of workshops and educational opportunities for small business owners to better understand potential business opportunities and procedures for working with the County

In addition, the Commission has reviewed legislation and made recommendations to Board regarding revising the County’s local small business preference program to meet Federal Grant guidelines. They have also expressed support to the Board of the CPUC’s On-Bill Financing System Pilot Program for California Small Businesses. The Small Business Commission receives regular updates from the Office of Small Business and Internal Services Department and makes recommendations for improved functioning. As a result, the number of certified vendors and the amount of small business contracts awarded have both increased.

Conclusion:

The Commission acts in an advisory capacity to ensure small businesses have the opportunity to do business with the County, and this is evidenced by the increase in small businesses registered and awarded contracts with the County. Given its efforts, the Commission’s work and activities were aligned with its stated mission and goals. This report recommends that this Commission be maintained.

LOS ANGELES COUNTY SOLID WASTE AUTHORITY COMMISSION

Type (Chapter)	Five	Number of Meetings Held '07, '06, '05	Not Available
Subject Area	Public Works	Average Attendance '07, '06, '05	Not Available
Maximum No. of Members	5	Average Vacancy '07, '06, '05	Not Available
Maximum No. of Meetings	2	Compensation	\$75 per meeting NTE: 36 mtgs/yr

Mission and Goals:

The Los Angeles Solid Waste Authority Commission is supposedly responsible for investigating, evaluating, and implementing various alternative methods for resolving the solid waste disposal problems within the greater Los Angeles Metropolitan Area, including such alternatives as source reduction and recycling programs.

These strategies must be consistent with the provisions of the Los Angeles County Solid Waste Management Action Plan, and may include the citing and establishment of solid waste disposal facilities in environmentally appropriate areas. Members must include the Mayor and City Council President of the City of Los Angeles, Board appointees, and a representative of the Los Angeles County Sanitation District.

Meetings Held, Attendance and Vacancy:

According to the Public Works staff, the Commission has never met.

Activities and Accomplishments:

See above.

Conclusion:

Since this Commission has never met, it is recommended to be eliminated from the County Committee Book.

LOS ANGELES COUNTY SOLID WASTE MANAGEMENT COMMITTEE/ INTEGRATED WASTE MANAGEMENT TASK FORCE

Type (Chapter)	Three	Number of Meetings Held '07, '06, '05	11,11,12
Subject Area	Public Works	Average Attendance '07, '06, '05	68%, 70%, 71%
Maximum No. of Members	17	Average Vacancy '07, '06, '05	0%, 1%, 7%
Maximum No. of Meetings	12	Compensation	\$25 per meeting

Mission and Goals:

The Los Angeles County Solid Waste Management Committee/Integrated Waste Management Task Force is charged with addressing the many growing and multi-faceted issues surrounding solid waste management in the County of Los Angeles. The Committee is tasked with taking appropriate action to implement programs delineated in the County Solid Waste Management Plan.

Membership is comprised of representatives of stakeholders in solid waste management issues from all corners of the County, including the County of Los Angeles, the City of Los Angeles, the City of Long Beach, the Sanitation Districts of Los Angeles County, South Coast Air Quality Management District, the League of California Cities, Greater Los Angeles Solid Waste Management Association, the Institute of Scrap Recycling Industries, as well as the general public, the business sector, and environmental organizations.

Meetings Held, Attendance and Vacancy:

The Solid Waste Management Committee is expected to hold twelve meetings per year, and it had met this expectation for the most part during the three-year period. The average attendance for the Committee was 70% during this period. The vacancy rate had gradually decreased to no vacancies in 2007.

Activities and Accomplishments:

During the three-year period, the Solid Waste Committee has completed the following activities:

- Reviewed and took positions on legislation
- Tracked activities by the Integrated Waste Management Board and sent comments and recommendations for improvement or alteration
- Approved amendments to cities' Non Disposal Facility Elements
- Approved Countywide Siting Element
- Acquired information on new technologies and trends
- Approved the County's Conversion Technology Report

Conclusion:

The Committee's activities during the past three years are aligned with its stated mission and goals. The Committee keeps abreast of solid waste issues and changes in the environment and its impact on the County as well as participates in planning for the future. The Committee actively communicates the County's position to the State and other stakeholders on a variety of solid waste issues to protect the County's interest and ability to comply with regulations. Lastly the Committee is a "Self-Governing Special District" (Chapter 3 organization), in which the County has limited authority. For these reasons, this report recommends that the Committee be maintained.

LOS ANGELES COUNTY STREET NAMING COMMITTEE

Type (Chapter)	One	Number of Meetings Held '07, '06, '05	Not Available
Subject Area	Public Works	Average Attendance '07, '06, '05	Not Available
Maximum No. of Members	N/A	Average Vacancy '07, '06, '05	Not Available
Maximum No. of Meetings	12	Compensation	No

Mission and Goals:

The Los Angeles County Street Naming Committee is responsible for holding public hearings on proposed street names and on proposed changes of names of highways. The Committee, comprised of County staff members and a representative of the United States Postal Office, meets on an as-needed basis.

Meetings Held, Attendance and Vacancy:

The Committee has convened five times in the past ten years.

Activities and Accomplishments:

See above.

Conclusion:

The Committee has convened five times in the past ten years, and has met its goals and objectives during this time frame. The report recommends that this Committee be maintained, because it would likely be reactivated when needed.

LOS ANGELES COUNTY TASK FORCE ON CHILDREN AND YOUTH PHYSICAL FITNESS

Type (Chapter)	Other	Number of Meetings Held '07, '06, '05	Not Available
Subject Area	Children Service	Average Attendance '07, '06, '05	Not Available
Maximum No. of Members	N/A	Average Vacancy '07, '06, '05	Not Available
Maximum No. of Meetings	N/A	Compensation	No

Mission and Goals:

The Los Angeles County Task Force on Children and Youth Physical Fitness was responsible for compiling information to review diet, exercise, and other factors affecting the physical fitness of children and youth in Los Angeles County in conjunction with the Los Angeles County Task Force on Nutrition.

Meetings Held, Attendance and Vacancy:

The Task Force has not met in the past three years. According to its fact sheet, the Task Force was slated by the Board to be disbanded after 180 days.

Activities and Accomplishments:

See above.

Conclusion:

According to its fact sheet, the Task Force was slated by the Board to be disbanded after 180 days; however, it remains on the County Committee Book. This report recommends that the Task Force be removed from the Committee Book.

LOS ANGELES COUNTY TASK FORCE ON NUTRITION

Type (Chapter)	Four	Number of Meetings Held '07, '06, '05	8,6,4
Subject Area	Health	Average Attendance '07, '06, '05	60%, 56%, 64%
Maximum No. of Members	12	Average Vacancy '07, '06, '05	50%, 50%, N/A
Maximum No. of Meetings	12	Compensation	No

Mission and Goals:

Based on the County Committee Book, the Los Angeles County Task Force on Nutrition was directed in 1981 to study and report to the Board on a quarterly basis on the issue of proper nutrition as a factor in reducing criminal behavior. No other specificity is provided regarding the goals and objectives of this Task Force. Members are appointed by the Board, but there are no prerequisites with respect to qualifications or experience.

Meetings Held, Attendance and Vacancy:

The Task Force is expected to have twelve meetings per year, but met for a total of only 18 times during the three-year period. The average attendance for the period was 60%, which is barely satisfactory based on our threshold. In addition, the Task Force had a 50% vacancy rate in 2006 and 2007, which coupled with lower attendance, suggests challenges with quorum.

Activities and Accomplishments:

During the two years in which information was provided, the Task Force made recommendations on nutritional programs for several County facilities (i.e., sheriff facilities, youth camps, juvenile halls) as well as conducted site visits. During the review period, the Task Force issued a Nutrition Guidelines Report to the Board and all departments. Reaction to the report was mixed. For example, the Probation and Sheriff's Departments, as well as two Supervisorial offices indicated that the guidelines were either too severe or too costly. Furthermore, the County Health and Nutrition program asserted that the Task Force's own nutritional guidelines are "not approved by

the Board or based on scientific evidence.” Nevertheless, the Task Force continued to work on improving the nutritional programs at the juvenile detention centers and adult prisons in an attempt to reduce negative behavior. As a result, the quality of products provided in the vending machines at the juvenile detention camps has improved. For example, water is now provided in the vending machines instead of only sodas. A Sunset Review was conducted of the Task Force in 2007. Note that the Sunset Review found the Task Force’s accomplishments to be satisfactory and recommended an extension of the sunset date to 2009.

Conclusion:

In disagreement with the Sunset Review, the effectiveness of this Task Force is questionable as it has made limited recommendations, which were, in some cases, deemed infeasible. These issues are compounded by the Task Force’s problematic attendance and vacancy rates that limit their ability to complete tasks and take action. Furthermore, based on the assessment of available information, this report questions the ongoing relevancy of this Task Force in the County structure.

There are other entities within the County structure that can more effectively assume the Task Force’s duties. In addition to having County staff conduct the assessments, the County could merge the Task Force’s duty or function into the existing work of the Sybil Brand Commission, Probation Commission and/or Public Health Commission, as these Commissions are currently conducting site visits and evaluations of the County facilities that this Task Force has targeted. Therefore, this report recommends that the Task Force be disbanded and its responsibilities be assumed by County staff or another County Commission.

LOS ANGELES COUNTY VETERAN’S ADVISORY COMMISSION

Type (Chapter)	One	Number of Meetings Held '07, '06, '05	N/A, 12, N/A
Subject Area	Human Services	Average Attendance '07, '06, '05	N/A, 69%, N/A
Maximum No. of Members	10	Average Vacancy '07, '06, '05	N/A, N/A, N/A
Maximum No. of Meetings	12	Compensation	\$25 per meeting NTE: 14 mtgs/yr

Mission and Goals:

The Los Angeles County Veteran’s Advisory Commission advises the Department of Military and Veterans Affairs in matters concerning veterans in Los Angeles County. Committee members are veterans appointed by the Board. This Commission serves as means of communication with County officials to support veteran affairs within the County and also acts as liaison to the National Guard.

Meetings Held, Attendance and Vacancy:

The minutes and attendance from this Commission are incomplete. However, the data collected indicates a satisfactory attendance rate of over 70% during each of the three years in the review period.

Activities and Accomplishments:

This Commission's primary activity was to receive updates and presentations, and to provide questioning and input on the following major issues: Department of Military and Veterans Affairs activities; Veteran Affairs Long Beach and Los Angeles Healthcare Systems; Bob Hope Patriotic Hall Renovation Project; California National Guard; State and Federal legislation to recognize Filipino veterans of World War II; and operations at a supportive housing facility for veterans. Furthermore, the Commission tracked, discussed and provided written support on other legislation and public policy issues, including support and recognition for the Filipino veterans, local license plate and parking ordinances for veterans, and developments related to the G.I. Bill and Veteran education assistance legislations. The Commission also regularly heard comments from the public regarding various veteran issues, and presentations from outside organizations that serve veterans.

Conclusion:

Reviews of the organization's documentation on prior activities found that while the Veteran's Advisory Commission acted primarily as a forum for information-sharing and discussion among community stakeholders and County Departments, the Commission took formal action, such as deciding on formal support of legislation and policy initiatives; providing questioning and input to the Department of Military and Veterans Affairs and Chief Administrative Office in regards to renovation, occupancy and ongoing operations of the Bob Hope Patriotic Hall; and meeting with the Veteran Affairs Greater Los Angeles Health Care System Director and outside stakeholders to investigate an increase in veteran deaths at the Veteran Affairs West Los Angeles Hospital. This report concludes that the Commission's activities in the past three years are aligned with its stated mission and objectives and recommends the Commission be maintained. Since the Commission's mission and goals are broadly stated, it is recommended that the Commission develop annual goals and objectives.

LOS ANGELES COUNTY WORKFORCE INVESTMENT BOARD

Type (Chapter)	One	Number of Meetings Held '07, '06, '05	Not Available
Subject Area	Finance & Economy	Average Attendance '07, '06, '05	Not Available
Maximum No. of Members	39	Average Vacancy '07, '06, '05	Not Available
Maximum No. of Meetings	N/A	Compensation	No

Mission and Goals:

The Los Angeles County Workforce Investment Board ("WIB") is expected to convene and facilitate public and private stakeholders to impact the economic health of the region. The Investment Board was created as a result of federal legislation, specifically Section 117(a) of the Workforce Investment Act of 1998, and tasked to develop a five-year local plan. The plan includes strategies to select local one-stop operators, identify eligible providers of training services, youth activities, and intensive services, conduct oversight activities, negotiate local performance measures with Chief Local Elected Officials and the Governor, assist in developing Statewide employment statistics system, ensure effective connecting, brokering, and coaching activities to assist employers, and coordinate activities with economic development and employers.

Meetings Held, Attendance and Vacancy:

Data and information was not available. However, as of April 2008, there were four vacancies (10% of full membership).

Activities and Accomplishments:

Based on limited information, the report was able to find that in the last three years, the WIB has worked to reestablish the youth council in the region, educate elected officials about workforce-related issues, and monitor fiscal performance of service providers that receive State funds administered by the Investment Board.

Conclusion:

Although there was limited documentation regarding the WIB to review, other forms of research indicate that the purpose and work of the WIB is significant. Certified by the State, the WIB is actually comprised of representatives from private sector businesses, organized labor, community-based organizations, local government agencies, and local education agencies. The WIB administers the distribution of federal Workforce Investment Act (WIA) funds that are allocated through the State of California to help to support the WorkSource Centers and other local programs and services that benefit adult and youth job seekers, dislocated workers, and businesses in Los Angeles County. For this reason, the report recommends that the WIB be maintained.

NARCOTICS AND DANGEROUS DRUGS COMMISSION

Type (Chapter)	One	Number of Meetings Held '07, '06, '05	12,12,19
Subject Area	Public Safety	Average Attendance '07, '06, '05	68%, 66%, 65%
Maximum No. of Members	20	Average Vacancy '07, '06, '05	9%, 5%, 5%
Maximum No. of Meetings	12	Compensation	No

Mission and Goals:

The Narcotics and Dangerous Drugs Commission seeks to reduce the illicit use of narcotics and dangerous drugs by advising the Board on drug-related programs in the County. According to subsection (k) of Section 11964 of the Health and Safety Code and the amendments pursuant to Sections 5606.5 and 5652 of the Welfare and Institutions code, counties may have an advisory board for drug programs planning and administration. To achieve this end, the Commission reviews legislation, organizes conferences, engages in public education, evaluates drug program needs, and reviews procedures to ensure citizen and professional involvement at all stages of the planning process leading to the formulation and adoption of the County drug portion of the Short-Doyle Plan. Membership includes representatives nominated by the Board, Mayor of the City of Los Angeles, law enforcement agencies, public drug abuse programs, private drug abuse programs, and the education field.

Meetings Held, Attendance and Vacancy:

This Commission is expected to meet monthly, and it has met on a monthly basis during the past two years. The average attendance rate for 2005 through 2007 was approximately 66%. There did not appear to be issue with member vacancy (average of 6% during the period) on this Commission. As of April 2008, there were two vacancies (10% of full membership).

Activities and Accomplishments:

In recent years, the Commission has received presentations from various organizations on drug and alcohol-related issues, coordinated with the Alcohol and Drug Programs Administration, and made recommendations to the Board on legislative positions. The Commission also works closely with the Alcohol Commission, including the organization and execution of the "Al-impics" special event.

Conclusion:

While the report found that the Commission's activities were aligned with its stated mission and objectives, it also found that there is overlap or duplication in the mission, efforts and activities of the Commission with those of the Commission on Alcoholism. Both Commissions provide advice and oversee the programs and services of the County Alcohol and Drug Program Administration ("ADPA"), as well as work and interact with the same ADPA staff and management. The groups' mission and key objectives appear to have significant commonalities, although they focus on different forms of substance abuse. On several occasions and projects, the Commissions have worked together.

Merging of the two organizations into one Commission would minimize redundancy and resources, and would likely maximize efficiency and collaboration. Currently, one ADPA staff member (Commission Assistant) works full-time providing support to the Commission on Alcoholism, and a part-time staff person assists with the Dangerous Drugs Commission. The study could not identify any serious problems that may arise from a merger, or other factors that would impede or compromise each of the

Commission's original purpose and mission. The report recommends that these two Commissions be consolidated into one entity. See more detailed discussion in the full report.

NORTH COUNTY TRANSPORTATION COALITION

Type (Chapter)	Five	Number of Meetings Held '07, '06, '05	Not Available
Subject Area	Transportation	Average Attendance '07, '06, '05	Not Available
Maximum No. of Members	12	Average Vacancy '07, '06, '05	Not Available
Maximum No. of Meetings	N/A	Compensation	No

Mission and Goals:

The purpose of the North County Transportation Coalition is to improve the movement of people and goods in the North Los Angeles County region. Such efforts include the development of policies and strategies that directly lead to the implementation of projects and programs that address critical North County transportation issues, promote economic development, and maximize transportation funding opportunities for member jurisdictions. Membership is comprised of nine members from the Cities of Lancaster, Palmdale and Santa Clarita; and three members from the County of Los Angeles as follows: 5th District County Supervisor or designee, County staff representative appointed by the Supervisor, and a representative appointed by the Supervisor from a business organization.

Meetings Held, Attendance and Vacancy:

Data and information were not available.

Activities and Accomplishments:

Based on our research, the Coalition was involved in discussing long range transportation plans, hearing updates and presentations on transportation and development issues, taking formal positions on pending legislative issues, and making organizational changes to commission as needed.

Conclusion:

Based on the limited information available, the report determined that the Coalition's past activities were in conjunction with its mission and objectives. As a Chapter 5 organization, the Coalition is a multi-jurisdictional organization, in which the County does not have sole or final authority. For these reasons, the report recommends that the Coalition be maintained.

PARKS AND RECREATION COMMISSION

Type (Chapter)	One	Number of Meetings Held '07, '06, '05	4,5,9
Subject Area	Arts, Parks & Recreation	Average Attendance '07, '06, '05	70%, 68%, 69%
Maximum No. of Members	5	Average Vacancy '07, '06, '05	0%, 0%, N/A
Maximum No. of Meetings	12	Compensation	\$25 per meeting

Mission and Goals:

The Parks and Recreation Commission advises the Board, the Director of Parks and Recreation, and other County staff on the acquisition, improvements, and government of County parks, recreational areas and facilities, recreation programs, and other related matters. Five members are appointed by the Board to the Commission.

Meetings Held, Attendance and Vacancy:

This Commission is expected to meet monthly, but it has met only a total of 9 times during the past two years. The average attendance rate for 2006 through 2007 was approximately 69%. Along with satisfactory attendance rates, there did not appear to be issue with member vacancy on this Commission.

Activities and Accomplishments:

In general, the Commission heard regular updates from the Parks and Recreation Department Director on various issues, services and programs related to the County's parks. The Commission also heard and reviewed the Department's annual strategic plan, as well as presentations from other entities, with respect to documents such as the SCAG strategic plan, MTA long range plan and METRO Nexus study. The Commission also heard presentations on various public policy and legislative issues, and approved the sending of position letters to legislators.

Conclusion:

The work of the Parks and Recreation Commission appears to be primarily focused on the hearing of presentations of departmental reports and special studies. It is unclear whether the Commission provided advice or input to the operations or strategic plans of the Department. However, these past activities, although appearing to be limited, were aligned with the Commission's purpose of serving in an oversight and advisory capacity. For this reason and the fact that the Commission oversees significant assets and services important to community residents, the report recommends that the Commission be maintained. However, the Commission and the Department would benefit if the Commission's tasks and activities were tied to annual, measurable objectives. Note that a sunset review conducted in 2007 found that the Commission's accomplishments were satisfactory and recommended that its sunset date be extended.

PERSONAL ASSISTANCE SERVICES COUNCIL

Type (Chapter)	One	Number of Meetings Held '07, '06, '05	10,10,11
Subject Area	Human Services	Average Attendance '07, '06, '05	75%, 76%, 74%
Maximum No. of Members	15	Average Vacancy '07, '06, '05	15%, 19%, 17%
Maximum No. of Meetings	N/A	Compensation	No

Mission and Goals:

The Personal Assistance Services Council ("PASC") is committed to improving the In-Home Supportive Services Program and enhancing the quality of life for all people who receive and provide In-Home Supportive Services. The Council created and maintains a provider registry and referral system to assist In-Home Supportive Services in finding qualified service providers. The Council is also responsible for oversight of provider training, and ensuring the requirements of the personal care option pursuant to Subchapter 19 (commencing with Section 1396) of Chapter 7 of title 42 of the United States Code are met. Fifty-one percent of Council members must be past recipients of In-Home Supportive Services and several members are nominated by the Department of Public Social Services.

Meetings Held, Attendance and Vacancy:

The PASC is expected to meet 15 times per year, but has met no more than 11 times per year during the last three years. However, this does not appear to affect the functioning and activities of the Council. The average attendance from 2005 – 2007 was 75%, which is satisfactory and relatively high. In fact, attendance has been consistent during this three-year period, hovering around 75% during each of the three years. Vacancy averaged 17% during this period. As of April 2008, there were two vacancies (13% of full membership).

Activities and Accomplishments:

The PASC has provided oversight and policy and program direction to the Department of Social Services. This includes providing financial oversight of department operations, performance evaluations of department staff, and approval of contracts and wage rates. In addition, PASC oversaw the maintenance of a provider registry and training requirements, mediated the delayed payment from the County to providers, researched concerns related to employment, and worked closely with SEIU to secure wage increases for providers and to adopt a health plan. PASC also tracked and recommended legislative positions to the Board of Supervisors. PASC regularly received updates regarding various County programs that affect people receiving and providing In-Home Supportive Services.

Conclusion:

During the three-year period under review by this study, PASC's work and activities were aligned with its stated mission and goals. PASC's contributions to the County were significant in its capacity as an oversight and advisory body for the County's In-Home Supportive Services program. Lastly, the PASC ensures compliance with a particular provision in the United States Code. Given these reasons, this report recommends that the PASC be maintained.

POLICY ROUNDTABLE FOR CHILD CARE

Type (Chapter)	One	Number of Meetings Held '07, '06, '05	11,8,4
Subject Area	Children Services	Average Attendance '07, '06, '05	47%, 53%, 64%
Maximum No. of Members	22	Average Vacancy '07, '06, '05	Not Available
Maximum No. of Meetings	N/A	Compensation	No

Mission and Goals:

The Policy Roundtable for Child Care is expected to serve as the official County body on all matters relating to child care. Working in collaboration with the Child Care Planning Committee and the Children's Planning Council, the County aims to strengthen the child care system and infrastructure in the County by providing policy recommendations to the Board. The Policy Roundtable is responsible for: developing a regional child care and development master plan for consideration by the Board; developing child care policy recommendations; promoting the coordination and integration of County-related child care, including all County departmental activity for employees and the public; developing recommendations for consideration by the Board on State and Federal legislation regarding child care; identifying strategies to help coordinate, leverage, and maximize all child care funding streams in the County; developing recommendations to promote universal access to child care and development services; and identifying strategies and recommendations to include faith-based organizations in the provision of child care. The Policy Roundtable also designates a member to serve on the Children's Planning Council. Members represent various stakeholder groups including child care providers, early childhood educators, parents, private business, and philanthropy.

Meetings Held, Attendance and Vacancy:

While there is no maximum number of meetings to be held, the Policy Roundtable met 22 times during the past three years, although data for 2005 may be incomplete. The average attendance rate for this Roundtable during the three-year period appeared to be very low, averaging 55%. Data regarding vacancy was not available for review.

Activities and Accomplishments:

The Roundtable makes use of committees to delve into emerging policy issues and trends. In addition, the Roundtable participates in a joint committee with the Child Care Planning Committee to address federal, state and local policy legislative issues. The Roundtable and the Child Care Planning Committee formed the Joint Committee on Legislation to focus on federal, state and local policy initiatives as they impact the County of Los Angeles and child care and development services available for Los Angeles County families. At the local level, for example, in 2007, the Roundtable proposed recommendations on child care and development for inclusion in the County's legislative platform for 2007-08, as well as informed the Board regarding how to increase the supply of child care providers who are trained and capable of serving children and families who are part of the child welfare system; and how to increase the enrollment of children in the child welfare system in preschool services.

Conclusion:

Expected to serve as the official County body on all matters relating to child care, the Policy Roundtable for Child Care has an important policy analysis, program coordination and overall advisory role in the County government. Based on the activities documented, the Policy Roundtable's work in the past several years has been aligned with its stated mission and objectives. This report recommends that the Policy Roundtable be maintained. Note that a sunset review conducted in 2007 found that the Commission's accomplishments were significant and recommended that its sunset date be extended.

POLICY STEERING COMMITTEE FOR SOUTH BAY COMMUTER BUS SERVICE

Type (Chapter)	Five	Number of Meetings Held '07, '06, '05	4,6,6
Subject Area	Transportation	Average Attendance '07, '06, '05	71%, 71%, 67%
Maximum No. of Members	7	Average Vacancy '07, '06, '05	Not Available
Maximum No. of Meetings	12	Compensation	No

Mission and Goals:

The Policy Steering Committee for South Bay Commuter Bus Service is a multi-jurisdictional agency that sets policy for the transit service program. Areas of importance include: fares, route structure, award of contracts, time span of service, annual operating budget, participant city funding shares, lease or purchase of vehicles, name and logo for service, increase or decrease in scope of overall service, and authorization of funding applications Secured extension of morning and evening services. There are seven members, comprised of either a Mayor, City Council member or Board member from the Cities of El Segundo, Lawndale, Los Angeles, Rancho Palos Verdes, Torrance, Lomita and the County of Los Angeles.

Meetings Held, Attendance and Vacancy:

This Policy Steering Committee for South Bay Commuter Bus Service is expected to meet on a monthly basis; however, in reality, the Committee has held 16 meetings during the past three years. The average attendance rate for 2005 through 2007 was approximately 70%, which was satisfactory. There does not appear to be an issue with vacancy in this committee.

Activities and Accomplishments:

In the past three years, the Committee has been involved in the following activities:

- Approved annual operating budgets for the transit service
- Recommended awarding service contracts
- Approved amendments to existing service contracts
- Heard updates, staff reports and presentations on South Bay commuter issues
- Reviews and approves/denies requests for service changes, such additional bus stops

Conclusion:

Note that the Policy Steering Committee for South Bay Commuter Bus Service is a multi-jurisdictional agency (Chapter 5), in which the County is one member and does not have sole and final authority over the functioning of the Committee. Furthermore, the Committee's activities are aligned with its oversight and advisory responsibility over the bus service. For these reasons, the report recommends that the Committee be maintained.

PROBATION COMMISSION

Type (Chapter)	One	Number of Meetings Held '07, '06, '05	16,16,12
Subject Area	Public Safety	Average Attendance '07, '06, '05	68%, 70%, 68%
Maximum No. of Members	15	Average Vacancy '07, '06, '05	3%, 5%, 3%
Maximum No. of Meetings	24	Compensation	\$25 per meeting NTE: 25 mtgs/yr

Mission and Goals:

The Probation Commission acts as an advisory body to the Chief Probation Officer in the County. State Section 240 et seq. of the Welfare and Institutions Code states that "in counties having a population in excess of 6,000,000 in lieu of a county juvenile justice Commission, there shall be a probation Commission consisting of not less than seven members who shall be appointed by the same authority as that authorized to appoint the probation officer in that county."

Meetings Held, Attendance and Vacancy:

The maximum number of meetings that the Probation Commission can hold during a year is 24 meetings. During the past three years, the Commission has met a total of 44 times. Attendance data was not available for review.

Activities and Accomplishments:

The Probation Commission functions through public meetings to review Probation programs, periodic inspections of facilities, interviews with administrators and key personnel, and develops recommendations to the appropriate County Departments. The Probation Commission has elected to focus primarily upon the young wards in County juvenile probation institutions. Toward that end, the Commission encourages the Probation Department to promote health, education, and vocational training and aftercare programs in an effort to impact the antisocial behavior of minors.

The Commission is involved in a variety of activities typical of an oversight and advisory body, including receiving and hearing regular reports from the Probation Department Chief or other representatives. The Commission reviews and discusses the results of the periodic inspections County juvenile camps, and making recommendations to improve health, sanitation and overall management and operations of the facilities and their services. In the past year, the Commission has been working with the Department and Los Angeles County Office of Education ("LACOE") on evaluating and improving the educational system in these juvenile facilities, addressing various issues including privacy and information sharing between the two departments, evaluation of LACOE instructors, as well as student achievement levels.

Conclusion:

The Probation Commission is a state-mandated advisory and oversight body that plays an important role in ensuring the well-being of juveniles in County facilities. The Commission is an active body. Based on the data provided and interviews conducted, the Commission's activities in the past three years have been determined to be aligned with its stated mission and objectives. No changes are recommended, and the Probation Commission is recommended to be maintained.

PUBLIC HEALTH COMMISSION

Type (Chapter)	One	Number of Meetings Held '07, '06, '05	9,9,9
Subject Area	Health	Average Attendance '07, '06, '05	73%, 84%, 87%
Maximum No. of Members	5	Average Vacancy '07, '06, '05	2%, 0%, 31%
Maximum No. of Meetings	12	Compensation	\$25 per meeting NTE: 24 mtgs/yr

Mission and Goals:

The Public Health Commission studies and makes recommendations to the Board and Director of Health Services on matters of public health. Recent accomplishments include recommendations to the Board regarding sewer spillage, the issuance of a memo to the Board about the presence of lead in candy, recommendations regarding camp re-design, integration of mental health services, and advocacy for additional nursing resources.

Meetings Held, Attendance and Vacancy:

This Public Health Commission is expected to meet on a monthly basis. However, the Commission has met 9 times each year for the past three years. The average attendance rate for 2005 through 2007 was approximately 81%, which is relatively high. Vacancy appears to not have been an issue since 2005.

Activities and Accomplishments:

In the past three years, the Commission has been involved in a variety of activities, including:

- Heard public health updates and issues and discussed the commission's role in assisting the County
- Reviewed and endorsed Board proposal for the separation of the Health Services Department into a Department of Public Health and a Department of Personal Health
- Made recommendations pertaining to public health to the County CAO
- Made appeals to public health department for more funds for nursing programs
- Requested staff reports on public health issues
- Approved drug overdose prevention pilot program
- Adopted staff recommendations for on-going projects

Conclusion:

The Public Health Commission plays an important role in the County structure, providing citizen input on an important issue that impacts the entire County community. The Commission fulfilled oversight, advisory, informational gathering, coordination and implementation functions by hearing regular updates on pertinent issues, making policy decisions, approving programs, adopting recommendations, making recommendations, and appealing for legislative changes in the interests of public health in the County. The report concludes that the Commission's activities in the past three years were aligned with its stated mission and goals. For these reasons, the report recommends the Commission be maintained.

QUALITY AND PRODUCTIVITY COMMISSION

Type (Chapter)	One	Number of Meetings Held '07, '06, '05	7,11,9
Subject Area	Labor & Government	Average Attendance '07, '06, '05	90%, 76%, 83%
Maximum No. of Members	17	Average Vacancy '07, '06, '05	18%, 12%, 0%
Maximum No. of Meetings	8	Compensation	\$50 per meeting NTE: \$200 per month

Mission and Goals:

The Quality and Productivity Commission oversees the policies and supports the implementation of programs that enhance the quality and productivity of the delivery of County services. The Commission provides recommendations relating to the productivity and quality of service in the County to County officials, department heads, and managers. They also recommend policies and programs that increase efficiency, assist in evaluation of alternative systems and technologies, interface with the private sector, promote County productivity projects and employee participation, evaluate and approve projects submitted by County departments for award of productivity investment fund loans and grants, and insure internal economies and streamlining of tasks.

Meetings Held, Attendance and Vacancy:

This Commission is expected to meet at least eight times annually, and it has met this expectation in the past three years. The average attendance rate for 2005 through 2007 was approximately 82%, a relatively high attendance level. The vacancy level averaged about 10% in the past three years, although 2007 recorded the highest vacancy rate at 18%. However, this issue did not appear to impact the functioning of this active organization. As of April 2008, there was one vacancy (6% of full membership).

Activities and Accomplishments:

The Commission has been primarily involved in reviewing grant proposals, and allocating grants and loans to various County Departments and agencies for a variety of productivity enhancement programs and projects. According to meeting minutes and interviews, the Commission conducted site visits to departments, and heard presentations and reports on a variety of topics, from Commission programs and activities, implemented departmental programs funded by the Commission, and other relevant issues that impact the County government. The Commission has been involved in several key initiatives, including the Plain Language Initiative and an annual event that brings all Commissioners together to learn more about County operations and services.

Conclusion:

The Commission is an active organization and plays a key role in supporting staff initiated and driven programs and projects aimed at improving service quality, effectiveness and efficiency. This report concludes that the Commission's activities

during the past three years were aligned with its stated mission and objectives. See more discussion above regarding potential overlap with the Economy and Efficiency Commission. Note that a sunset review conducted in 2006 found the Commission's accomplishments to be significant and recommended its sunset date to be extended.

REAL ESTATE MANAGEMENT COMMISSION

Type (Chapter)	One	Number of Meetings Held '07, '06, '05	6,10,4
Subject Area	Community & Economic Development	Average Attendance '07, '06, '05	63%, 70%, 75%
Maximum No. of Members	5	Average Vacancy '07, '06, '05	0%, 0%, N/A
Maximum No. of Meetings	12	Compensation	\$50 per meeting NTE: 24 mtgs/yr

Mission and Goals:

The Real Estate Management Commission advises the Board and related departments regarding purchase, sales, leases, and rentals of real property and any associated transactions. In doing so, the Commission samples real property transactions and procedures, reviews leases to ascertain whether such decisions are supported by the Asset Management principles; and reviews and files a report with the CEO on every proposed lease containing a term of 10 years or longer with exceptions.

Meetings Held, Attendance and Vacancy:

The Real Estate Management Commission is expected to hold twelve meetings per year. However, the Commission met 20 times during the three-year period of 2005-2007. The average attendance for this period was 69%. Vacancy data for 2005 was unavailable, but there were no vacancies in 2006 and 2007. As of April 2008, there was one vacancy (20% of full membership).

Activities and Accomplishments:

During the three-year period, the Real Estate Management Commission completed the following activities:

- Participated in the development, review, and approval of the new standard County Lease, Work letter, Addendums, and Alternate Lease Language
- Reviewed the process, cost, and timeliness of constructing tenant improvements for lease projects
- Reviewed and approved the restated and amended Commercial Lease Acquisition Procedures and Policies for identification of space for leasing and Lease Commission Sharing by the County
- Met with each of the CEO Real Estate Division section managers who have provided orientation and an overview of section functions including the Rent Budget, Space Inventory, Property Management, and Lease Acquisition Sections
- Reviewed 23 major real estate transactions

- Reviewed every ten-year lease or major real estate transaction submitted by the CEO

Conclusion:

The Commission added value to the County by reviewing and advising the Board with respect to all pertinent real estate transactions, contract language, and processes. The Commission's activities during the three-year period were found to be aligned with its stated mission and goals, and the report recommends that the Commission be maintained. Note that a sunset review conducted in 2006 found the Commission's accomplishments to be significant and recommended its sunset date to be extended.

RISK MANAGEMENT ADVISORY COMMITTEE

Type (Chapter)	One	Number of Meetings Held '07, '06, '05	3,4,3
Subject Area	Insurance	Average Attendance '07, '06, '05	46%, 48%, 42%
Maximum No. of Members	9	Average Vacancy '07, '06, '05	11%, 8%, 4%
Maximum No. of Meetings	4	Compensation	No

Mission and Goals:

The Risk Management Advisory Committee is responsible for providing the Board and the Chief Executive Office with the benefit of professional risk management and insurance counsel and citizen objectivity. In order to provide the Board with counsel regarding professional risk management the Committee assists in the development of new and effective methods of expediting all aspects of the County's risk management and insurance programs. The Committee is expected to have 9 members: 5 members nominated by the Board (one from each Supervisor) and 4 additional members to include a practicing risk manager, a service or industrial safety director or loss prevention specialist who is a member of the Greater Los Angeles Safety Council, a business professor, and an insurance broker.

Meetings Held, Attendance and Vacancy:

The Risk Management Advisory Committee is expected to meet quarterly, and the Committee has met 10 times during the past three years. The average attendance rate for 2005 through 2007 was approximately 46%. The average attendance for this period was unsatisfactory as there was never the necessary 50% attendance for a quorum. Vacancy has averaged approximately 8% during the three-year period. As of April 2008, there was one vacancy (11% of full membership).

Activities and Accomplishments:

The Risk Management Advisory Committee has generally been involved in the following activities in the past three years:

- Heard County staff presentations on issues affecting risk management in the County
- Managed RFP for third party workers' compensation
- Advised staff on budget direction
- Provided direction to Board about risk management issues

Conclusion:

It appears that the Committee takes limited action and meetings consist of primarily update reports provided by County departments. Attendance is very low relative to other Commissions. When the Committee was created in 1974, it appears the original intent was to bring in outside risk management expertise to fill a void within the County government. However, this is no longer necessary as the County has been building its internal expertise and capability. Given the Committee's lack of substantive activity, its outmoded purpose and very low attendance level, along with the County's existing internal risk management capacity, the report recommends that the Committee be disbanded.

SANTA MONICA MOUNTAINS CONSERVANCY ADVISORY COMMITTEE

Type (Chapter)	Five	Number of Meetings Held '07, '06, '05	7,7,5
Subject Area	Environment	Average Attendance '07, '06, '05	72%, 62%, 79%
Maximum No. of Members	26	Average Vacancy '07, '06, '05	6%, 0%, 3%
Maximum No. of Meetings	12	Compensation	No

Mission and Goals:

The Santa Monica Mountains Conservancy Advisory Committee seeks to preserve, protect, restore, and enhance treasured pieces of Southern California to form an interlinking system of urban, rural and river parks, open space, trails, and wildlife habitats that are easily accessible to the general public. The Committee is responsible for proposing and reviewing projects for Conservancy action as well as monitoring adherence to the identified programs. The Committee provides an opportunity for public input into these decision-making processes. Membership is comprised of representatives from numerous City Councils, the County and City of Los Angeles, and designees of the Governor, the Senate Rules Committee and the Speaker of the Assembly.

Meetings Held, Attendance and Vacancy:

The Committee is expected to meet on a monthly basis, but the Committee has actually not met as frequently, having met a total of 17 times during the past three years. The average attendance rate for 2005 through 2007 is relatively high at 71%, while the vacancy rate has averaged a relatively low 3% during the three-year period.

Activities and Accomplishments:

During the three-year period under review, the Committee was involved in the following: consideration of comment letters pertaining to a variety development permits and proposed development projects; authorizing grants for protection and resource development projects as well as various conservation related studies; approving leases of parks and facilities for the operation of private preschools and camps; discussion and possible action regarding pending and/or potential litigation; and receiving verbal reports other stakeholders, including National Park Service, and Ranger Services division of the Mountains Recreation and Conservation Authority; received public comment from community members.

Conclusion:

Based on the activities documented during the three-year period, the Committee has worked to achieve its stated mission and objectives. The Committee is a multi-jurisdictional agency (Chapter 5 organization), in which the County is one of several members. The report recommends that no changes be pursued, and that the Committee is to be maintained.

SMALL CRAFT HARBOR COMMISSION

Type (Chapter)	One	Number of Meetings Held '07, '06, '05	10, 6, 8
Subject Area	Harbor	Average Attendance '07, '06, '05	73%, 92%, 90%
Maximum No. of Members	5	Average Vacancy '07, '06, '05	20%, 20%, 0%
Maximum No. of Meetings	12	Compensation	\$25 per meeting NTE: 52 mtgs/yr

Mission and Goals:

The Small Craft Harbor Commission is responsible for making recommendations to the Board concerning issues relating to the operation and management of Marina del Rey. More specifically, the Commission makes recommendations regarding policies and procedures for planning, financing, and development of small craft harbor and recreational areas, management of small craft harbor properties, adequacy of rules and regulations for the operation of small craft harbor areas, and prices to be charged by small craft harbor lessees and concessionaires for goods and services for the public. Members are residents of Los Angeles County with specific skills relating to financial investment, planning, or real property.

Meetings Held, Attendance and Vacancy:

This Small Craft Harbor Commission is expected to meet on a monthly basis; however, the number of Commission meetings has been from 6 to 10 meetings per year during the past three years. The average attendance rate for 2005 through 2007 was approximately 75%, which is a satisfactory level, given this report's threshold.

Activities and Accomplishments:

The Small Craft Harbor Commission has been involved in the following activities in the past three years, among other activities:

- Heard reports and updates on and from the Department of Beaches and Harbor staff, crime statistics from the Marina Sheriff, special events, convention and visitors bureau, traffic mitigation, and transportation improvements
- Reviewed, discussed and approve slip evictions
- Review and draft positions on various issues related to marina policies, such as slip fees, parking fees, and liveaboard rights and rules
- Heard and reviewed lease renewals, and requests from lessees with respect to redevelopment activities

Conclusion:

Based the information provided, the report found that the Small Craft Harbor Commission's activities in the past three years were in alignment with the stated mission and objectives, which are focused on providing a oversight, advisory, and regulatory capacity with respect to the management and operations of the Marina del Rey. For this reason, the report recommends that the Commission be maintained. Note that a sunset review conducted in 2005 found the Commission's accomplishments to be significant and recommended its sunset date to be extended.

SMALL CRAFT HARBOR DESIGN CONTROL BOARD

Type (Chapter)	One	Number of Meetings Held '07, '06, '05	10,12,12
Subject Area	Harbor	Average Attendance '07, '06, '05	80%, 72%, 72%
Maximum No. of Members	5	Average Vacancy '07, '06, '05	18%, 0%, 0%
Maximum No. of Meetings	12	Compensation	\$25 per meeting NTE: 20 mtgs/yr

Mission and Goals:

The Small Craft Harbor Design ("SCHD") Control Board ensures that all redevelopment, renovations, and any exterior modifications are in accordance with standards for Marina del Rey. They review new development proposals for consistency with manual and recommend modifications to the design. It appears that while the Design Control Board provides for consistency in design and development, it does impact the timeline of projects as projects are dependent on the monthly meeting schedule of the Design Control Board. Members include persons in architecture, landscape design, business management, and development.

Meetings Held, Attendance and Vacancy:

The SCHD Control Board is intended to meet on a monthly basis. With the exception of 2007 when the Control Board met 10 times, the Control Board met on a monthly basis during 2006 and 2005. This may be the result of higher vacancy in 2007, with one vacancy for most of the year. The average attendance rate for 2005 through 2007 was approximately 76%, which is a relative high rate, given this reports threshold and compared to the other Commissions.

Activities and Accomplishments:

Given is specific duties, the SCHD Control Board has been primarily involved in the review and approval of various exterior modifications or improvements to any Marina del Rey parcel, including new development and renovations (both commercial and residential), repainting (exterior paint schemes), signage (new signage and logo for storefronts), re-landscaping, and other improvements (including installation of equipment such as security cameras). In addition, the Control Board received various staff reports and public comments. More recently, the Control Board received and reviewed new Marina Del Rey design guidelines developed by an outside consultant in conjunction with the Department of Beaches and Harbors.

Conclusion:

The SCHD Control Board has very specific regulatory responsibilities to insure that any redevelopment project, renovations, and any exterior modifications are in accordance with standards for Marina del Rey. The meeting minutes confirm that the SCHD Control Board has been fulfilling this necessary function. For these reasons, the report recommends that the SCHD Control Board be maintained. Note that a sunset review conducted in 2006 found that the SCHD Control Board's accomplishments were significant and recommended that its sunset date be extended.

SOLID WASTE FACILITIES HEARING BOARD

Type (Chapter)	One	Number of Meetings Held '07, '06, '05	Not Available
Subject Area	Public Works	Average Attendance '07, '06, '05	Not Available
Maximum No. of Members	3	Average Vacancy '07, '06, '05	Not Available
Maximum No. of Meetings	1	Compensation	\$75 per meeting NTE: 36 mtgs/yr

Mission and Goals:

The Solid Waste Facilities Hearing Board hears and determines appeals by solid waste facilities permittee or applicants. The membership requires members selected for legal, administrative, or technical abilities in areas related to solid waste management, one member must be a technical expert with knowledge of solid waste management and technology, and one member represents public at large.

Meetings Held, Attendance and Vacancy:

The Solid Waste Facilities Hearing Board has met only once in the past five years.

Activities and Accomplishments:

See above.

Conclusion:

The County is required to maintain this appeals board, but it has met only once in the past five years. The Public Works Department tries to work out disagreements prior to reaching the appeals stage. For these reasons, the report recommends that the Solid Waste Facilities Hearing Board be maintained.

SOUTHERN CALIFORNIA WATER COMMITTEE BOARD OF TRUSTEES

Type (Chapter)	Five	Number of Meetings Held '07, '06, '05	4,4,4
Subject Area	Public Works	Average Attendance '07, '06, '05	N/A, N/A, N/A
Maximum No. of Members	N/A	Average Vacancy '07, '06, '05	N/A, N/A, N/A
Maximum No. of Meetings	4	Compensation	No

Mission and Goals:

The Southern California Water Committee Board of Trustees ("SCWC") ensures an adequate, reliable, high-quality water supply statewide by maximizing California's water resources for the benefit of current and future generations. SCWC provides a forum for consensus on water issues, needs and problems among local governments, water agencies, business and special interest groups. Membership is multi-jurisdictional and requires one Supervisor from each of the following counties: Imperial, Kern, Los Angeles, Orange, Riverside, San Bernardino, San Diego, and Ventura.

Meetings Held, Attendance and Vacancy:

During the three-year period under review, the SCWC met on a quarterly basis. Since the number of trustees is not defined, attendance and vacancy cannot be accurately tabulated. However, an average of 19 trustees attended each meeting during the three years. Currently, there are over 40 members on the Board of Trustees.

Activities and Accomplishments:

According to its website, the SCWC is a nonprofit, nonpartisan, public education partnership dedicated to informing Southern Californians about water needs and the state's water resources. Its primary activities are on strategic planning and legislative advocacy. In 2007, the SCWC led formulation and adoption of a long term plan for the Bay Delta; reviewed federal and state legislation related to water quality through the SCWC Legislative Task Force; took positions on state legislation and propositions; and

reviewed and analyzed the key components of Urban Water Management Plans (UWMP), which are required of California water districts.

Conclusion:

As described above, in the past three years, the Committee monitored and reviewed legislations, and adopted policy and legislative positions. These activities were aligned with the Committee's stated mission and goals. Furthermore, the Committee is a multi-jurisdictional agency (Chapter 5 organization), in which the County is one of several members. For these reasons, the report recommends that the Committee be maintained.

SUPERVISORIAL DISTRICT BOUNDARY REVIEW COMMITTEE

Type (Chapter)	One	Number of Meetings Held '07, '06, '05	Not Available
Subject Area	Labor & Government	Average Attendance '07, '06, '05	Not Available
Maximum No. of Members	N/A	Average Vacancy '07, '06, '05	Not Available
Maximum No. of Meetings	N/A	Compensation	N/A

Mission and Goals:

The Supervisorial District Boundary Review Committee reviews Supervisorial District Boundaries.

Meetings Held, Attendance and Vacancy:

The Committee meets every ten years as required according to U.S. Census results.

Activities and Accomplishments:

See above.

Conclusion:

Since this Committee meets every ten years as required according to U.S. Census results, the report recommends that it be maintained.

SYBIL BRAND COMMISSION FOR INSTITUTIONAL INSPECTIONS

Type (Chapter)	One	Number of Meetings Held '07, '06, '05	43, 36, 45
Subject Area	Public Safety	Average Attendance '07, '06, '05	88%, 83%, 74%
Maximum No. of Members	10	Average Vacancy '07, '06, '05	30%, N/A, 28%
Maximum No. of Meetings	50	Compensation	\$50 per meeting NTE: 156 mtgs/yr

Mission and Goals:

According to its factsheet, the Sybil Brand Commission for Institutional Inspections is expected to visit and inspect each jail or lockup in Los Angeles County, County probation and correctional facilities, and toy-loan facilities at least once per year or as often as the Commission may deem necessary or proper or as directed by a judge of the Superior Court. The members or a committee of the Commission would examine every department of each institution visited and would ascertain its condition as to effective and economical administration, the cleanliness, discipline and comfort of its inmates, and in any other respects, whether such institution is located in an incorporated city or an unincorporated area. Commission may deem necessary or proper or as directed by a judge of the Superior Court.

Every member of the Commission, while visiting and inspecting a jail or lockup, may call for and inspect the permit and register of such jail and lockup, and may see and visit all persons kept in such jail and lockup. The Commission may also inspect group home facilities, on which the Commission is currently focusing its activities. The membership requires two members from each Supervisorial district, the Sheriff to serve as ex-officio, and the Chief Probation Officer to serve as ex-officio.

Meetings Held, Attendance and Vacancy:

The Sybil Brand Commission is expected to meet every Wednesday throughout the year, or a maximum of 50 times per year. During the three-year period (2005-2007), the Commission met 124 times. The average attendance rate for the three years combined was approximately 82%. The Commission's average attendance for each of the three years is very high given the number of meetings held. Average vacancy in 2007 was 30%, while it was 28% in 2005. As of April 2008, there was one vacancy (30% of full membership).

Activities and Accomplishments:

The Sybil Brand Commission was involved in a variety of activities, including the following:

- Heard regular reports and updates from County staff on matters pertaining to facility operations, and various services and programs that impact the populations that the Commission targets
- Held regular facility inspections and openly reviewed the respective reports
- Assigned inspection duties regularly
- Held roundtable discussions with and about numerous County departments
- Discussed correspondence received by the Commission
- Heard public comments regarding Commission policy and procedures
- Created year-end reports for the County Board of Supervisors

The most significant activity of the Sybil Brand Commission has been the site inspections by the Commissioners of County facilities. In 2007, the Commission inspected 295 County and County-affiliated facilities (245 group homes, 34 Sheriff's and

County Courthouse lock-up facilities, 11 probation camp facilities, and 5 schools). In 2006, the Commission inspected 255 total facilities (facility type breakdown was not available).

Conclusion:

The Commission is one of the more involved and active Commissions in the County. This was confirmed by a review of meeting minutes, other materials, and stakeholder interviews. However, there was some concern among certain stakeholders regarding the Commission's primary responsibility of inspecting of group home facilities and whether such activities duplicated the efforts of other County entities, such as the Health Services and Probation Departments, that also inspect group home facilities. Hence, certain stakeholders asserted that many of these facilities are inspected several times by different entities and, according to concerned stakeholders, these multiple inspections may be taxing to these group home facilities.

There may be opportunities for better coordination among the inspecting organizations and perhaps consolidation of inspection efforts. Nevertheless, the study found that, for the most part, these inspections are evaluating different aspects and conditions of these home facilities. Furthermore, the Sybil Brand Commission's inspections of group home facilities are within the Commission's objectives as stated in its factsheet. For these reasons, the report recommends that the Commission be maintained.

It is important to note that during the course of our review, it came to our attention that the inspection of group homes may not be listed as one of the Commission's objectives in the original ordinance. However, there was a subsequent board motion that provided the Commission with the authority to inspect group homes. It is recommended that the Commission seek to change the ordinance to reflect the board motion which granted them the authority to inspect group homes. Note that a sunset review conducted in 2007 found that the Commission's accomplishments were significant and recommended that its sunset date be extended.

TRAFFIC REDUCTION AND FREE FLOW INTERAGENCY COMMITTEE

Type (Chapter)	Five	Number of Meetings Held '07, '06, '05	Not Available
Subject Area	Transportation	Average Attendance '07, '06, '05	Not Available
Maximum No. of Members	21	Average Vacancy '07, '06, '05	Not Available
Maximum No. of Meetings	N/A	Compensation	No

Mission and Goals:

The Traffic Reduction and Free Flow Interagency Committee assessed the status of the transportation delivery network and identified strategies to relieve congestion and improve traffic flow.

Other areas that the Committee researched included Peak Hour Trip Reduction, including such strategies as staggered and/or flexible work hours, ridesharing expansion, peripheral parking and shuttle service in congested areas, reverse flow lanes and restrictions on truck delivery hours and routes; Traffic Flow Improvement, including measures such as traffic signal interconnect and computer-controlled traffic signal systems on major arterials, improved traffic management through construction zones, enforcement of parking and stopping restrictions and expanded use of freeway condition and radio traffic advisories; and Increased Street System Capacity, through such means as one-way streets, selective street widening, contra-flow lanes for bus use only on one-way streets, use of dedicated right and left turn lanes and light rail or other public transit expansion. Membership was multi-jurisdictional.

Meetings Held, Attendance and Vacancy:

The Committee has not met since 1995 because it has met its original purpose.

Activities and Accomplishments:

See above.

Conclusion:

Since the Committee has not met since 1995 and it has met its original purpose, this report recommends that the Committee be eliminated from the County Committee Book.

TREASURY OVERSIGHT COMMITTEE

Type (Chapter)	One	Number of Meetings Held '07, '06, '05	3,4,3
Subject Area	Finance & Economy	Average Attendance '07, '06, '05	87%, 75%, 87%
Maximum No. of Members	5	Average Vacancy '07, '06, '05	N/A, N/A, N/A
Maximum No. of Meetings	4	Compensation	No

Mission and Goals:

The Treasury Oversight Committee reviews and monitors investment policy prepared annually by the Treasurer pursuant to Government Code Section 217133, and it conducts an annual audit to determine compliance with Article 6 (commencing with section 27130) of Chapter 5 of Division 2 of Title 3 of the Government Code. The State required the creation of the Committee after the bankruptcy of the County of Orange. However, in 2005, the Code was changed to make this Committee optional. The

membership requires that one member be appointed by the Board, the Treasurer Tax Collector, the Auditor-Controller, the Superintendent of Schools, and one member of the public.

Meetings Held, Attendance and Vacancy:

This Committee is expected to meet on a quarterly basis and, in the past three years, it has been able to achieve this expectation. The average attendance rate for 2005 through 2007 was approximately 82%, which is a relatively high attendance level. It did not appear that there were any vacancies during this three-year period.

Activities and Accomplishments:

The Committee has limited responsibilities, but reviews all annual financial and compliance audits of the treasury and investment policies prepared by the Treasurer. More specifically, the Committee reviewed investment and exceptions reports, annual investment policies, quarterly cash and investment audits, auditor-controller reports, and treasurer and tax collector internal control groups.

Conclusion:

Although the Committee's activities in the past three years were aligned with its broad goals and objectives, it does not appear to be an effective advisory body with respect to providing meaningful input. Quarterly meetings usually last no more than 10 minutes, and at most meetings, there are no investment exceptions to the County investment policy. Furthermore, if there were such investment exceptions, the Treasurer would have by then already reported these exceptions through its monthly Report of Investments to the Board. This Committee appears to be another advisory body that has achieved its original purpose, which is no longer relevant. Based on this information, the report recommends that the Committee be disbanded.

WATER APPEALS BOARD

Type (Chapter)	One	Number of Meetings Held '07, '06, '05	Not Available
Subject Area	Public Works	Average Attendance '07, '06, '05	Not Available
Maximum No. of Members	10	Average Vacancy '07, '06, '05	Not Available
Maximum No. of Meetings	N/A	Compensation	\$25 per meeting NTE: 48 mtgs/yr

Mission and Goals:

The Water Appeals Board acts on appeals from decisions or determinations made by Los Angeles County Code Title 20 Division 1. The membership requires two members appointed by each Supervisor.

Meetings Held, Attendance and Vacancy:

The Water Appeals Board has not met in three years

Activities and Accomplishments:

See above

Conclusion:

The County is required to maintain this appeals board, but it has not met in three years. The report recommends that the Water Appeals Board be maintained, in case it is required to be reactivated.

STAKEHOLDER INTERVIEWS AND CONTACTS

APPENDIX 1.

In-person interviews were conducted with the following:

Organization	Contact	Position
Office of Supervisor Gloria Molina, First District	Louisa Ollague Avianna Uribe	Sr. Government Accountability, Budget, and Social Services Deputy Administrative and Legislative Manager
Office of Supervisor Yvonne Burke, Second District	Gerardo Pinedo Miriam Scott Long	Senior Deputy Senior Deputy
Office of Supervisor Zev Yaroslavsky, Third District	Lisa Mandel	Deputy
Office of Supervisor Don Knabe, Fourth District	Carl Gallucci	Justice Deputy
Office of Supervisor Michael Antonovich, Fifth District	Lori Glasgow	Deputy
Chief Executive Office	Sharon Harper Ellen Sandt Miguel Santana Kathleen Malaske-Samu Victoria Lane	Chief Deputy CEO Deputy – Operations Deputy – Children and Families Director, Office of Child Care, Service Integration Branch Director, Office of Workplace Programs
Executive Office of the Board	Sachi Hamai Patrick Ogawa Robin Guerrero Sandra Barbee Angie Montes	Executive Officer Chief Deputy Deputy Executive Officer – Board Operations Division Chief, Commission Services Division Division Chief, Hearing and Information Services Division
Community and Senior Services Department	Minh-Ha Nguyen	Assistant Director, Aging and Adult Services Branch
Commission for Children and Families	Kim Foster Nina Sorkin Stacey Savelle Trula Worthy-Clayton	Executive Director Commission Chair Vice Chair Vice Chair
Citizen’s Economy and Efficiency Commission	Edward Eng Mark Fuhrman	Executive Director Commissioner
Probation Commission	Clayton Hollopeter	Commission Chair
Quality and Productivity Commission	Ruth Wong	Executive Director
Sybil Brand Commission for Institutional Inspections	Eleanor Montano	Commission Chair

STAKEHOLDER INTERVIEWS AND CONTACTS**APPENDIX 1.**

Telephone interviews were conducted with the following commissions, commissioners, and County staff:

Organization	Contact	Position
Accessibility Appeals Board	Mazon Dudar	Senior Engineer
Architectural Evaluation Board	Vince Yu	Staff Coordinator
Aviation Commission	Richard Smith	Public Works Staff
Board of Examiners of Plumbers and Gas Fitters	Roscoe King	Committee member
Board of Governors Department of Museum of Natural History	Kate Danley Jural Garrett	Executive Assistant Chief Deputy Director
Board of Governors of the County Arboreta and Botanic Gardens	Jennifer Williams	Executive Assistant
Building Board of Appeals	Mazon Dudar	Senior Engineer
Building Rehabilitation Appeals Board	Ian Phillips	Hearing Officer
Child Support Advisory Board	Steven Golightly	Director, Child Support Services Dept.
Children's Planning Council	Lucy Eisenberg	Board Member
	Alex Marcelino	Executive Assistant
	Ernesto De Guzman	Operations Manager
Clean Fuel Program Technical Review Committee	Rick Teebay	Public Works Staff
Commission for Public Social Services	Judy Martel	Executive Director
Commission on Alcoholism	Jackie Moultrie	Commission Assistant
	Jack Kearney	Commissioner
	Wayne Sugita	Chief Deputy Director, ADPA
	G. Lola Worthington	Chair
Commission for Children and Families	Susan Jakubowski	Commission Liaison, DCFS
Commission on HIV Services	Glenda Penning	Assistant Executive Director
Commission on Human Relations	Robin Toma	Executive Director
Consumer Affairs Advisory Committee	Kirk Shelton	Staff Services
Developmental Disabilities Board – (Area 10 – LA)	Roberta Newton	Executive Director
Emergency Medical Services Commission	Cathy Chidester	Commission Staff
Engineering Geology and Soils Review and Appeals Board	Michael Montgomery	Commission Secretary
Hospitals and Healthcare Delivery Commission	Larry Pittman	Commission Coordinator

STAKEHOLDER INTERVIEWS AND CONTACTS

APPENDIX 1.

Organization	Contact	Position
Housing Authority Board of Commissioners	Bobette Glover	Assistant Executive Director
First 5 LA Commission	Yolanda Bosch	Director of Grants Management
Independent Citizen's Oversight Committee Proposition E Service Tax	Michael Freeman	Fire Chief
Inter-Agency Council on Child Abuse and Neglect	Deanne Tilton	Executive Director
Library Commission	Teri Crivello Gordon Stefenhagen Margaret Todd	Commission Chair Commissioner Librarian
License Appeals Board	Vincent Amerson	License Appeals Officer Assistant
Los Angeles County Arts Commission	Miriam Gonzalez	Executive Assistant
Los Angeles County Beach Commission	Dusty Crane Kerry Silverstrom	Division Manager Chief Deputy, Beaches and Harbors Dept.
Los Angeles County Citizens' Economy and Efficiency Commission	Clayton Anderson Jacklyn Tilley Hill	Commissioner Former Commissioner
Los Angeles County Commission on Aging	Ed Long Cynthia Banks	Commissioner Director, Community & Senior Services Dept.
Los Angeles County Highway Safety Commission	Irene Guilmette	Executive Officer
Los Angeles County Mental Health Commission	Canetana Hurd	Administrative Assistant
Los Angeles County Small Business Commission	Joan Shelly	Administrative Analyst
Los Angeles County Street Naming Commission	Dennis L. Slavin	Commission Chair
Los Angeles County Veteran's Advisory Commission	Tatiana Rosas	Secretary to Commission
Los Angeles County Workforce Investment Board	Cathy Zelaya	Community Services Analyst
Narcotics and Dangerous Drugs Commission	Marghot Carabali Jack Kearney Wayne Sugita	Commission Assistant Commissioner Chief Deputy Director, ADPA
Personal Assistance Services Council (PASC)	Ron Auster	Executive Director
Public Health Commission	Angela Haley	Staff Liaison
Real Estate Management Commission	William Dawson	Division Chief
Risk Management Advisory Committee	Rocky Armfield Kathy Regan	Risk Manager Commission Liaison

STAKEHOLDER INTERVIEWS AND CONTACTS

APPENDIX 1.

Organization	Contact	Position
Small Craft Harbor Commission	Paul Wong	Division Chief
Small Craft Harbor Design Control Board	Ismael Lopez	Planner
Solid Waste Facilities Hearing Board	Pete Oda	Supervisor, Public Health Dept.
Treasury Oversight Committee	Joseph Kelly John Edmisten	Assistant Treasurer Assistant Chief Executive Officer
Water Appeals Board	Rossanna D'Antonio	Principal Engineer
Access Services Incorporated	Arun Prem	Director of Strategic Planning
Antelope Valley Air Pollution Control District	Brett Banks	Operations Manager
Countywide Criminal Justice Coordination Committee (CCJCC)	Mark Delgado	Executive Director
Los Angeles City-County Native American Indian Commission	Ron Andrade	Director
Policy Roundtable for Child Care	Duane Dennis	Chair
Policy Steering Committee for South Bay Commuter Bus Service	Jim Mills	City of Torrance Staff
Santa Monica Mountains Conservancy Advisory Committee	James Yeramian	SMMC Staff
Southern California Water Committee Board (SCWC)	Joan Anderson Dym	Executive Director
Traffic Reduction and Free Flow Interagency Committee (Traffic)	Olivia Rodriquez	Public Works Staff Liaison
Interim Planning Agency for San Fernando Valley Transportation Zone	John Huang	Civil Engineer
Los Angeles County Arboreta and Botanic Gardens	Jennifer Williams	Executive Assistant
Los Angeles County Emergency Management Council	Jeff Terry	Director
Los Angeles County Area Agency on Aging Advisory Council	Ken Anderson Cynthia Banks	Commissioner Director Community & Senior Services Dept.
Quality and Productivity Commission	Clayton Anderson Jacklyn Tilley Hill	Commissioner Commissioner

**95 Commissions -
By County Committee Book**

APPENDIX 2.

Chapter One	
#	Commission Per Chapter
1	ACCESSIBILITY APPEALS BOARD
2	ARCHITECTURAL EVALUATION BOARD
3	AVIATION COMMISSION
4	BOARD OF EXAMINERS OF PLUMBERS AND GAS FITTERS
5	BOARD OF GOVERNORS DEPARTMENT OF MUSEUM OF NATURAL HISTORY
6	BOARD OF GOVERNORS OF THE COUNTY ARBORETA AND BOTANIC GARDENS
7	BUILDING BOARD OF APPEALS
8	BUILDING REHABILITATION APPEALS BOARD
9	CAPITAL PROJECTS APPEALS BOARD
10	CHILD SUPPORT ADVISORY BOARD
11	CLEAN FUEL PROGRAM TECHNICAL REVIEW COMMITTEE
12	COMMISSION FOR CHILDREN AND FAMILIES
13	COMMISSION FOR PUBLIC SOCIAL SERVICES
14	COMMISSION FOR WOMEN
15	COMMISSION ON ALCOHOLISM
16	COMMISSION ON HIV HEALTH SERVICES
17	COMMISSION ON HUMAN RELATIONS
18	COMMISSION ON JUDICIAL PROCEDURES
19	CONSUMER AFFAIRS ADVISORY COMMISSION
20	DEVELOPMENTAL DISABILITIES BOARD - (AREA 10-LOS ANGELES)
21	EMERGENCY MEDICAL SERVICES COMMISSION
22	EMERGENCY PREPAREDNESS COMMISSION FOR THE COUNTY AND CITIES OF LOS ANGELES
23	ENGINEERING GEOLOGY AND SOILS REVIEW AND APPEALS BOARD
24	FISH AND GAME COMMISSION
25	HOSPITALS AND HEALTH CARE DELIVERY COMMISSION
26	HOUSING AUTHORITY BOARD CE COMMISSIONERS
27	INDEPENDENT CITIZENS' OVERSIGHT COMMITTEE PROPOSITION E SERVICE TAX
28	INDUSTRIAL DEVELOPMENT AUTHORITY BOARD OF DIRECTORS
29	INFORMATION SYSTEMS COMMISSION
30	LABOR MANAGEMENT ADVISORY COMMITTEE ON PRODUCTIVITY ENHANCEMENT
31	LIBRARY COMMISSION
32	LICENSE APPEALS BOARD
33	LOCAL SUPPRESSION OF DRUG ABUSE IN SCHOOLS ADVISORY COMMITTEE
34	LOS ANGELES COUNTY ARTS COMMISSION
35	LOS ANGELES COUNTY BEACH COMMISSION
36	LOS ANGELES COUNTY BOARD OF EDUCATION
37	LOS ANGELES COUNTY CHILDREN AND FAMILIES FIRST-PROPOSITION 10 COMMISSION (aka FIRST 5 L.A.)
38	LOS ANGELES COUNTY CHILDREN'S PLANNING COUNCIL
39	LOS ANGELES COUNTY CITIZEN'S ECONOMY AND EFFICIENCY COMMISSION
40	LOS ANGELES COUNTY COMMISSION ON AGING
41	LOS ANGELES COUNTY COMMISSION ON DISABILITIES
42	LOS ANGELES COUNTY COMMISSION ON INSURANCE
43	LOS ANGELES COUNTY COMMUNITY ACTION BOARD
44	LOS ANGELES COUNTY EMERGENCY MANAGEMENT COUNCIL
45	LOS ANGELES COUNTY HAZARDOUS WASTE MANAGEMENT ADVISORY COMMITTEE (HWMAC)
46	LOS ANGELES COUNTY HIGHWAY SAFETY COMMISSION
47	LOS ANGELES COUNTY HISTORICAL LANDMARKS AND RECORDS COMMISSION
48	LOS ANGELES COUNTY HOUSING COMMISSION
49	LOS ANGELES COUNTY MENTAL HEALTH COMMISSION
50	LOS ANGELES COUNTY SMALL BUSINESS COMMISSION
51	LOS ANGELES COUNTY STREET NAMING COMMITTEE
52	LOS ANGELES COUNTY VETERAN'S ADVISORY COMMISSION
53	LOS ANGELES COUNTY WORKFORCE INVESTMENT BOARD

**95 Commissions -
By County Committee Book**

APPENDIX 2.

Chapter One (Continued)	
#	Commission Per Chapter
54	NARCOTICS AND DANGEROUS DRUGS COMMISSION
55	PARKS AND RECREATION COMMISSION
56	PERSONAL ASSISTANCE SERVICES COUNCIL (PASC)
57	POLICY ROUNDTABLE FOR CHILD CARE
58	PROBATION COMMISSION
59	PUBLIC HEALTH COMMISSION
60	QUALITY AND PRODUCTIVITY COMMISSION
61	REAL ESTATE MANAGEMENT COMMISSION
62	RISK MANAGEMENT ADVISORY COMMITTEE
63	SMALL CRAFT HARBOR COMMISSION
64	SMALL CRAFT HARBOR DESIGN CONTROL BOARD
65	SOLID WASTE FACILITIES HEARING BOARD
66	SUPERVISORIAL DISTRICT BOUNDARY REVIEW COMMITTEE
67	SYBIL BRAND COMMISSION FOR INSTITUTIONAL INSPECTIONS
68	TREASURY OVERSIGHT COMMITTEE
69	WATER APPEALS BOARD

Chapter Two	
70	BOARD OF DIRECTORS OF THE LOS ANGELES COUNTY PUBLIC WORKS FINANCING AUTHORITY
71	LOS ANGELES CONVENTION AND EXHIBITION CENTER AUTHORITY COMMISSION
72	LOS ANGELES COUNTY HEALTH FACILITIES AUTHORITY COMMISSION
73	LOS ANGELES COUNTY-MARTIN LUTHER KING, JR GENERAL HOSPITAL AUTHORITY COMMISSION

Chapter Four	
74	COMMUNITY ADVISORY COMMITTEE (SUNSHINE CANYON LANDFILL)
75	INTERDEPARTMENTAL COORDINATION GROUP
76	LOS ANGELES COUNTY SOLID WASTE MANAGEMENT COMMITTEE/INTEGRATED WASTE MANAGEMENT
77	LOS ANGELES COUNTY TASK FORCE ON NUTRITION

Chapter Five	
78	ACCESS SERVICES INCORPORATED
79	ANTELOPE VALLEY AIR POLLUTION CONTROL DISTRICT
80	CAL-ID BOARD
81	CITY SELECTION COMMITTEE
82	COUNTYWIDE CRIMINAL JUSTICE COORDINATION COMMITTEE (CCJCC)
83	INTER-AGENCY COUNCIL ON CHILD ABUSE AND NEGLECT
84	LOS ANGELES CITY-COUNTY NATIVE AMERICAN INDIAN COMMISSION
85	LOS ANGELES COUNTY COMMISSION ON LOCAL GOVERNMENTAL SERVICES
86	LOS ANGELES SOLID WASTE AUTHORITY COMMISSION
87	NORTH COUNTY TRANSPORTATION COALITION
88	POLICY STEERING COMMITTEE FOR SOUTH BAY COMMUTER BUS SERVICE
89	SANTA MONICA MOUNTAINS CONSERVANCY ADVISORY COMMITTEE
90	SOUTHERN CALIFORNIA WATERCOMMITTEE BOARD OF TRUSTEES (SCWC)
91	TRAFFIC REDUCTION AND FREE FLOW INTERAGENCY COMMITTEE (TRAFFIC)

Other	
92	AREA AGENCY ON AGING ADVISORY COUNCIL
93	DOMESTIC VIOLENCE COUNCIL
94	INTERIM PLANNING AGENCY FOR THE SAN FERNANDO VALLEY TRANSPORTATION ZONE
95	LOS ANGELES COUNTY TASK FORCE ON CHILDREN AND YOUTH PHYSICAL FITNESS

95 Commissions - By Function
(Excludes 10 Commissions Recommended for Elimination)

APPENDIX 3.

#	Commission	Function	Committee Book Chapter	Commission Type	Recommended Oversight Entity
1	ARCHITECTURAL EVALUATION BOARD	Administrative	1	Advisory Committees & Commissions	Chief Executive Office
2	BOARD OF EXAMINERS OF PLUMBERS AND GAS FITTERS	Administrative	1	Advisory Committees & Commissions	Chief Executive Office
3	BOARD OF GOVERNORS DEPARTMENT OF MUSEUM OF NATURAL HISTORY	Administrative	1	Advisory Committees & Commissions	Chief Executive Office
4	BOARD OF GOVERNORS OF THE COUNTY ARBORETA AND BOTANIC GARDENS	Administrative	1	Advisory Committees & Commissions	Chief Executive Office
5	CHILD SUPPORT ADVISORY BOARD	Administrative	1	Advisory Committees & Commissions	Chief Executive Office
6	COMMISSION FOR CHILDREN AND FAMILIES	Administrative	1	Advisory Committees & Commissions	Chief Executive Office
7	COMMISSION FOR PUBLIC SOCIAL SERVICES	Administrative	1	Advisory Committees & Commissions	Chief Executive Office
8	COMMISSION ON ALCOHOLISM	Administrative	1	Advisory Committees & Commissions	Chief Executive Office
9	COMMISSION ON HIV	Administrative	1	Advisory Committees & Commissions	Chief Executive Office
10	COMMISSION ON HUMAN RELATIONS	Administrative	1	Advisory Committees & Commissions	Chief Executive Office
11	EMERGENCY PREPAREDNESS COMMISSION FOR THE COUNTY AND CITIES OF LOS ANGELES	Administrative	1	Advisory Committees & Commissions	Chief Executive Office
12	HOSPITALS AND HEALTH CARE DELIVERY COMMISSION	Administrative	1	Advisory Committees & Commissions	Chief Executive Office
13	INDEPENDENT CITIZENS' OVERSIGHT COMMITTEE PROPOSITION E SERVICE TAX	Administrative	1	Advisory Committees & Commissions	Chief Executive Office
14	INFORMATION SYSTEMS COMMISSION	Administrative	1	Advisory Committees & Commissions	Chief Executive Office
15	LABOR MANAGEMENT ADVISORY COMMITTEE ON PRODUCTIVITY ENHANCEMENT	Administrative	1	Advisory Committees & Commissions	Chief Executive Office
16	LIBRARY COMMISSION	Administrative	1	Advisory Committees & Commissions	Chief Executive Office
17	LOS ANGELES COUNTY BEACH COMMISSION	Administrative	1	Advisory Committees & Commissions	Chief Executive Office

95 Commissions - By Function
(Excludes 10 Commissions Recommended for Elimination)

APPENDIX 3.

#	Commission	Function	Committee Book Chapter	Commission Type	Recommended Oversight Entity
18	LOS ANGELES COUNTY BOARD OF EDUCATION	Administrative	1	Advisory Committees & Commissions	Chief Executive Office
19	LOS ANGELES COUNTY CHILDREN AND FAMILIES FIRST-PROPOSITION 10 COMMISSION (aka FIRST 5 L.A.)	Administrative	1	Advisory Committees & Commissions	Chief Executive Office
20	LOS ANGELES COUNTY CHILDREN'S PLANNING COUNCIL	Administrative	1	Advisory Committees & Commissions	Chief Executive Office
21	LOS ANGELES COUNTY COMMISSION ON AGING	Administrative	1	Advisory Committees & Commissions	Chief Executive Office
22	LOS ANGELES COUNTY COMMUNITY ACTION BOARD	Administrative	1	Advisory Committees & Commissions	Chief Executive Office
23	LOS ANGELES COUNTY EMERGENCY MANAGEMENT COUNCIL	Administrative	1	Advisory Committees & Commissions	Chief Executive Office
24	LOS ANGELES COUNTY HOUSING COMMISSION	Administrative	1	Advisory Committees & Commissions	Chief Executive Office
25	LOS ANGELES COUNTY MENTAL HEALTH COMMISSION	Administrative	1	Advisory Committees & Commissions	Chief Executive Office
26	LOS ANGELES COUNTY VETERAN'S ADVISORY COMMISSION	Administrative	1	Advisory Committees & Commissions	Chief Executive Office
27	LOS ANGELES COUNTY WORKFORCE INVESTMENT BOARD	Administrative	1	Advisory Committees & Commissions	Chief Executive Office
28	PARKS AND RECREATION COMMISSION	Administrative	1	Advisory Committees & Commissions	Chief Executive Office
29	PERSONAL ASSISTANCE SERVICES COUNCIL (PASC)	Administrative	1	Advisory Committees & Commissions	Chief Executive Office
30	POLICY ROUNDTABLE FOR CHILD CARE	Administrative	1	Advisory Committees & Commissions	Chief Executive Office
31	PROBATION COMMISSION	Administrative	1	Advisory Committees & Commissions	Chief Executive Office
32	PUBLIC HEALTH COMMISSION	Administrative	1	Advisory Committees & Commissions	Chief Executive Office
33	QUALITY AND PRODUCTIVITY COMMISSION	Administrative	1	Advisory Committees & Commissions	Chief Executive Office
34	REAL ESTATE MANAGEMENT COMMISSION	Administrative	1	Advisory Committees & Commissions	Chief Executive Office

95 Commissions - By Function
(Excludes 10 Commissions Recommended for Elimination)

APPENDIX 3.

#	Commission	Function	Committee Book Chapter	Commission Type	Recommended Oversight Entity
35	RISK MANAGEMENT ADVISORY COMMITTEE	Administrative	1	Advisory Committees & Commissions	Chief Executive Office
36	SMALL CRAFT HARBOR COMMISSION	Administrative	1	Advisory Committees & Commissions	Chief Executive Office
37	SMALL CRAFT HARBOR DESIGN CONTROL BOARD	Administrative	1	Advisory Committees & Commissions	Chief Executive Office
38	SYBIL BRAND COMMISSION FOR INSTITUTIONAL INSPECTIONS	Administrative	1	Advisory Committees & Commissions	Chief Executive Office
39	TREASURY OVERSIGHT COMMITTEE	Administrative	1	Advisory Committees & Commissions	Chief Executive Office
40	NARCOTICS AND DANGEROUS DRUGS COMMISSION	Administrative	1	Advisory Committees & Commissions	Chief Executive Office
41	EMERGENCY MEDICAL SERVICES COMMISSION	Administrative	1	Advisory Committees & Commissions	Chief Executive Office
42	LOS ANGELES COUNTY-MARTIN LUTHER KING, JR GENERAL HOSPITAL AUTHORITY COMMISSION	Administrative	2	Joint Powers Authorities & Non-Profit Corporations	Chief Executive Office
43	LOS ANGELES COUNTY SOLID WASTE MANAGEMENT COMMITTEE/ INTEGRATED WASTE MANAGEMENT	Administrative	4	Miscellaneous Task Forces & Ad Hoc Committees	Chief Executive Office
44	LOS ANGELES COUNTY TASK FORCE ON NUTRITION	Administrative	4	Miscellaneous Task Forces & Ad Hoc Committees	Chief Executive Office
45	ACCESS SERVICES INCORPORATED	Administrative	5	Multi-Jurisdictional Agencies	Chief Executive Office
46	CAL-ID BOARD	Administrative	5	Multi-Jurisdictional Agencies	Chief Executive Office
47	INTER-AGENCY COUNCIL ON CHILD ABUSE AND NEGLECT	Administrative	5	Multi-Jurisdictional Agencies	Chief Executive Office
48	AREA AGENCY ON AGING ADVISORY COUNCIL	Administrative	Not Applicable	Other	Chief Executive Office
49	ACCESSIBILITY APPEALS BOARD	Appeals	1	Advisory Committees & Commissions	Executive Office of the Board
50	BUILDING BOARD OF APPEALS	Appeals	1	Advisory Committees & Commissions	Executive Office of the Board
51	BUILDING REHABILITATION APPEALS BOARD	Appeals	1	Advisory Committees & Commissions	Executive Office of the Board

95 Commissions - By Function
(Excludes 10 Commissions Recommended for Elimination)

APPENDIX 3.

#	Commission	Function	Committee Book Chapter	Commission Type	Recommended Oversight Entity
52	CAPITAL PROJECTS APPEALS BOARD	Appeals	1	Advisory Committees & Commissions	Executive Office of the Board
53	ENGINEERING GEOLOGY AND SOILS REVIEW AND APPEALS BOARD	Appeals	1	Advisory Committees & Commissions	Executive Office of the Board
54	SOLID WASTE FACILITIES HEARING BOARD	Appeals	1	Advisory Committees & Commissions	Executive Office of the Board
55	WATER APPEALS BOARD	Appeals	1	Advisory Committees & Commissions	Executive Office of the Board
56	LOS ANGELES COUNTY CITIZEN'S ECONOMY AND EFFICIENCY COMMISSION	Policy	1	Advisory Committees & Commissions	Executive Office of the Board
57	AVIATION COMMISSION	Policy	1	Advisory Committees & Commissions	Executive Office of the Board
58	COMMISSION FOR WOMEN	Policy	1	Advisory Committees & Commissions	Executive Office of the Board
59	COMMISSION ON JUDICIAL PROCEDURES	Policy	1	Advisory Committees & Commissions	Executive Office of the Board
60	CONSUMER AFFAIRS ADVISORY COMMISSION	Policy	1	Advisory Committees & Commissions	Executive Office of the Board
61	DEVELOPMENTAL DISABILITIES BOARD - (AREA 10-LOS ANGELES)	Policy	1	Advisory Committees & Commissions	Executive Office of the Board
62	FISH AND GAME COMMISSION	Policy	1	Advisory Committees & Commissions	Executive Office of the Board
63	HOUSING AUTHORITY BOARD OF COMMISSIONERS	Policy	1	Advisory Committees & Commissions	Executive Office of the Board
64	INDUSTRIAL DEVELOPMENT AUTHORITY BOARD OF DIRECTORS	Policy	1	Advisory Committees & Commissions	Executive Office of the Board
65	LOS ANGELES COUNTY ARTS COMMISSION	Policy	1	Advisory Committees & Commissions	Executive Office of the Board
66	LOS ANGELES COUNTY COMMISSION ON DISABILITIES	Policy	1	Advisory Committees & Commissions	Executive Office of the Board
67	LOS ANGELES COUNTY COMMISSION ON INSURANCE	Policy	1	Advisory Committees & Commissions	Executive Office of the Board
68	LOS ANGELES COUNTY HIGHWAY SAFETY COMMISSION	Policy	1	Advisory Committees & Commissions	Executive Office of the Board

95 Commissions - By Function
(Excludes 10 Commissions Recommended for Elimination)

APPENDIX 3.

#	Commission	Function	Committee Book Chapter	Commission Type	Recommended Oversight Entity
69	LOS ANGELES COUNTY HISTORICAL LANDMARKS AND RECORDS COMMISSION	Policy	1	Advisory Committees & Commissions	Executive Office of the Board
70	LOS ANGELES COUNTY SMALL BUSINESS COMMISSION	Policy	1	Advisory Committees & Commissions	Executive Office of the Board
71	LOS ANGELES COUNTY STREET NAMING COMMITTEE	Policy	1	Advisory Committees & Commissions	Executive Office of the Board
72	SUPERVISORIAL DISTRICT BOUNDARY REVIEW COMMITTEE	Policy	1	Advisory Committees & Commissions	Executive Office of the Board
73	BOARD OF DIRECTORS OF THE LOS ANGELES COUNTY PUBLIC WORKS FINANCING AUTHORITY	Policy	2	Joint Powers Authorities & Non-Profit Corporations	Executive Office of the Board
74	LOS ANGELES CONVENTION AND EXHIBITION CENTER AUTHORITY COMMISSION	Policy	2	Joint Powers Authorities & Non-Profit Corporations	Executive Office of the Board
75	COMMUNITY ADVISORY COMMITTEE (SUNSHINE CANYON LANDFILL)	Policy	4	Miscellaneous Task Forces & Ad Hoc Committees	Executive Office of the Board
76	COUNTYWIDE CRIMINAL JUSTICE COORDINATION COMMITTEE (CCJCC)	Policy	5	Multi-Jurisdictional Agencies	Executive Office of the Board
77	ANTELOPE VALLEY AIR POLLUTION CONTROL DISTRICT	Policy	5	Multi-Jurisdictional Agencies	Executive Office of the Board
78	CITY SELECTION COMMITTEE	Policy	5	Multi-Jurisdictional Agencies	Executive Office of the Board
79	LOS ANGELES CITY-COUNTY NATIVE AMERICAN INDIAN COMMISSION	Policy	5	Multi-Jurisdictional Agencies	Executive Office of the Board
80	LOS ANGELES COUNTY COMMISSION ON LOCAL GOVERNMENTAL SERVICES	Policy	5	Multi-Jurisdictional Agencies	Executive Office of the Board
81	NORTH COUNTY TRANSPORTATION COALITION	Policy	5	Multi-Jurisdictional Agencies	Executive Office of the Board
82	POLICY STEERING COMMITTEE FOR SOUTH BAY COMMUTER BUS SERVICE	Policy	5	Multi-Jurisdictional Agencies	Executive Office of the Board
83	SANTA MONICA MOUNTAINS CONSERVANCY ADVISORY COMMITTEE	Policy	5	Multi-Jurisdictional Agencies	Executive Office of the Board
84	SOUTHERN CALIFORNIA WATER COMMITTEE BOARD OF TRUSTEES (SCWC)	Policy	5	Multi-Jurisdictional Agencies	Executive Office of the Board
85	DOMESTIC VIOLENCE COUNCIL	Policy	Not Applicable	Other	Executive Office of the Board

95 Commissions - By Characteristics

APPENDIX 4.

Commission	Subject Area	Commission Type	Enabling Authority	Authority Details	Associated County Department	Commission Staff?	Type of Staff / Staff Support
ACCESS SERVICES INCORPORATED	Transportation	Multi-Jurisdictional Agencies	State Code / Non-Profit	Government Code 15975 et seq. Internal Revenue Code 501 et seq.	None.	No	
ACCESSIBILITY APPEALS BOARD	Community & Economic Development	Advisory Committees & Commissions	Ordinance	Board Order No. 52 of November 5, 1991, Ordinance No. 91-0137.	Public Works Department / Building & Safety Division	No	Senior Engineer
ANTELOPE VALLEY AIR POLLUTION CONTROL DISTRICT	Environment	Multi-Jurisdictional Agencies	State Code	AB 771 Runner (2001), Health and Safety Code 41300 et seq.	None.	No	
ARCHITECTURAL EVALUATION BOARD	Community & Economic Development	Advisory Committees & Commissions	Board Order	Board Order No. 24 of June 27, 2000	Public Works Department	No	Staff Coordinator
AREA AGENCY ON AGING ADVISORY COUNCIL	Aging & Elderly	Other	Federal Law	Older Americans Act in 1965 (administers contracts for State)	Community and Senior Services Department / Aging and Adult Services Branch	No	
AVIATION COMMISSION	Transportation	Advisory Committees & Commissions	Board Order	Board Order No. 23 of September 7, 2004	Public Works Department / Aviation Division	No	Administrative Assistant
BOARD OF DIRECTORS OF THE LOS ANGELES COUNTY PUBLIC WORKS FINANCING AUTHORITY	Public Works	Joint Powers Authorities & Non-Profit Corporations	Joint Powers	Joint Powers Agreement No. 66826	Executive Office	No	
BOARD OF EXAMINERS OF PLUMBERS AND GAS FITTERS	Labor & Government	Advisory Committees & Commissions	County Code	Plumbing Code, Title 28 of Los Angeles County Code, Section 73	Public Works Department / Division of Building and Safety	No	Administrative Assistant
BOARD OF GOVERNORS DEPARTMENT OF MUSEUM OF NATURAL HISTORY	Arts, Parks and Recreation	Advisory Committees & Commissions	County Code	Chapter 2.94 of the Los Angeles County Code	Museum of Natural History Department	No	Administrative Assistant
BOARD OF GOVERNORS OF THE COUNTY ARBORETA AND BOTANIC GARDENS	Arts, Parks and Recreation	Advisory Committees & Commissions	County Code	Chapter 2.42 of the Los Angeles County Code	Los Angeles County Arboretum and Botanic Garden	No	
BUILDING BOARD OF APPEALS	Community & Economic Development	Advisory Committees & Commissions	County Code	Title 26, Section 105 of the Los Angeles County Code	Public Works Department / Building & Safety Division	No	Senior Engineer
BUILDING REHABILITATION APPEALS BOARD	Community & Economic Development	Advisory Committees & Commissions	County Code	Title 26, Section 103 and/or 9906 et seq. of Los Angeles County Code	Public Works Department	No	Hearing Officer

95 Commissions - By Characteristics

APPENDIX 4.

Commission	Subject Area	Commission Type	Enabling Authority	Authority Details	Associated County Department	Commission Staff?	Type of Staff / Staff Support
CAL-ID BOARD	Public Safety	Multi-Jurisdictional Agencies	State Code	Senate Bill 190; Penal Code Section 11112.1-11112.7	Sheriff's Department	No	
CAPITAL PROJECTS APPEALS BOARD	Public Works	Advisory Committees & Commissions	Ordinance	Board Order No. 75 of March 1, 1960, Board Order No. 89 of December 2, 1980, Ordinance No. 90-0086.	Public Works Department	No	
CHILD SUPPORT ADVISORY BOARD	Family Services	Advisory Committees & Commissions	Ordinance	Ordinance No. 90-0086	Executive Office / Commission Services Division	No	
CITY SELECTION COMMITTEE	Labor & Government	Multi-Jurisdictional Agencies	State Code	Sections 50270 through 50291 of the Government Code	Executive Office / Commission Services Division	No	
CLEAN FUEL PROGRAM TECHNICAL REVIEW COMMITTEE	Transportation	Advisory Committees & Commissions	Board Order	Board Order No. 42 of December 4, 1990.	Public Works Department	No	unknown
COMMISSION FOR CHILDREN AND FAMILIES	Children Services	Advisory Committees & Commissions	County Code	Chapter 3.68 of the Los Angeles County Code	Executive Office	Yes	Executive Director + 2 Staff members
COMMISSION FOR PUBLIC SOCIAL SERVICES	Human Services	Advisory Committees & Commissions	County Code	Chapter 3.56 of the Los Angeles County Code	Public Social Services Department	No	Executive Director, Human Services Administrator II, Administrative Assistant
COMMISSION FOR WOMEN	Human Services	Advisory Committees & Commissions	County Code	Chapter 3.64 of the Los Angeles County Code	Executive Office / Commission Services Division	No	
COMMISSION ON ALCOHOLISM	Health	Advisory Committees & Commissions	State Code	California Health and Safety Code, Section 11805; Chapter 3.06 of the Los Angeles County Code	Public Health Department	No	Administrative Assistant
COMMISSION ON HIV	Health	Advisory Committees & Commissions	County Code	Chapter 3.29 of the Los Angeles County Code	Executive Office	Yes	Executive Director + 9 staff members
COMMISSION ON HUMAN RELATIONS	Human Services	Advisory Committees & Commissions	State Code	Chapter 2.78 of the Los Angeles County Code, Government Code Section 50262 (encourage establishment of such)	Chief Executive Office / Human Relations Commission	Yes	Executive Director + 23 Staff
COMMISSION ON JUDICIAL PROCEDURES	Labor & Government	Advisory Committees & Commissions	County Code	Chapter 3.34 of the Los Angeles County Code	Executive Office / Commission Services Division	No	

95 Commissions - By Characteristics

APPENDIX 4.

Commission	Subject Area	Commission Type	Enabling Authority	Authority Details	Associated County Department	Commission Staff?	Type of Staff / Staff Support
COMMUNITY ADVISORY COMMITTEE (SUNSHINE CANYON LANDFILL)	Public Works	Miscellaneous Task Forces & Ad Hoc Committees	Board Order	Board Order No. 43 of November 30, 1993.	None.	No	
CONSUMER AFFAIRS ADVISORY COMMISSION	Finance & Economy	Advisory Committees & Commissions	County Code	Chapter 3.13 of the Los Angeles County Code	Consumer Affairs Department	No	Executive Director & Administrative Assistant
COUNTYWIDE CRIMINAL JUSTICE COORDINATION COMMITTEE (CCJCC)	Public Safety	Multi-Jurisdictional Agencies	Board Order	Board Order No. 79 of March 5, 1985	Executive Office	Yes	Executive Director + 4 Staff members
DEVELOPMENTAL DISABILITIES BOARD - (AREA 10-LOS ANGELES)	Disabilities	Advisory Committees & Commissions	State Code	Lantermann Act, Assembly Bill No. 225, Assembly Bill No. 846 (1973), Assembly Bill No. 3803 (1977) and Section 4570 et. seq of the Welfare and Institutions Code	None.	No	none
DOMESTIC VIOLENCE COUNCIL	Human Services	Other	Board Order	Board Order April 29, 1979	Executive Office	Yes	Executive Director + 1 staff member
EMERGENCY MEDICAL SERVICES COMMISSION	Health	Advisory Committees & Commissions	County Code	Chapter 3.20 of the Los Angeles County Code	Health Services Department / Emergency Medical Services Agency	No	Director
EMERGENCY PREPAREDNESS COMMISSION FOR THE COUNTY AND CITIES OF LOS ANGELES	Public Safety	Advisory Committees & Commissions	County Code	Chapter 3.22 of the Los Angeles County Code	None.	Yes	Executive Director
ENGINEERING GEOLOGY AND SOILS REVIEW AND APPEALS BOARD	Public Works	Advisory Committees & Commissions	County Code	Chapter 2.70 and 6.66 of the Los Angeles County Code	Public Works Department	No	Administrative Assistant
FISH AND GAME COMMISSION	Community & Economic Development	Advisory Committees & Commissions	County Code	Chapter 6.94 of the Los Angeles County Code	Executive Office / Commission Services Division	No	
HOSPITALS AND HEALTH CARE DELIVERY COMMISSION	Health	Advisory Committees & Commissions	County Code	Chapter 3.32 of the Los Angeles County Code	Health Services Department	No	part-time Coordinator
HOUSING AUTHORITY BOARD OF COMMISSIONERS	Community & Economic Development	Advisory Committees & Commissions	Board Order	Board Order No. 8 of August 17, 1982.	Community Development Commission	No	Executive Director & Assistant Executive Director

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Commission	Subject Area	Commission Type	Enabling Authority	Authority Details	Associated County Department	Commission Staff?	Type of Staff / Staff Support
INDEPENDENT CITIZENS' OVERSIGHT COMMITTEE PROPOSITION E SERVICE TAX	Public Safety	Advisory Committees & Commissions	Board Order	Board Order No. 12 of July 29, 1997. Approved on the June 3, 1997 ballot.	Fire Department	No	Fire Chief
INDUSTRIAL DEVELOPMENT AUTHORITY BOARD OF DIRECTORS	Community & Economic Development	Advisory Committees & Commissions	State Code	Chapter 3.33 of the Los Angeles County Code and Section 91500 et seq. of the State Government Code	Treasurer and Tax Collector Department		
INFORMATION SYSTEMS COMMISSION	Labor & Government	Advisory Committees & Commissions	Ordinance	Ordinance No. 2006-0043	Executive Office / Commission Services Division	Yes	Executive Director + 5 staff members
INTER-AGENCY COUNCIL ON CHILD ABUSE AND NEGLECT	Children Services	Multi-Jurisdictional Agencies	Board Order	Last: Board Order No. 55 of February 13, 1990	None.		
INTERDEPARTMENTAL COORDINATION GROUP	Labor & Government	Miscellaneous Task Forces & Ad Hoc Committees	Ordinance	Ordinance No. 2004-0025	Executive Office	No	
INTERIM PLANNING AGENCY FOR THE SAN FERNANDO VALLEY TRANSPORTATION ZONE	Transportation	Other	Board Order	Board Order No. 21 of June 22, 1999, agreement # 72189	Public Works Department	No	
LABOR MANAGEMENT ADVISORY COMMITTEE ON PRODUCTIVITY ENHANCEMENT	Labor & Government	Advisory Committees & Commissions	Board Order	Board Order No. 27 of December 17, 2002	Chief Executive Office / Office of Workplace Programs	No	
LIBRARY COMMISSION	Arts, Parks and Recreation	Advisory Committees & Commissions	Board Order	Board Order No. 31 of June 15, 2004	County of Los Angeles Public Library	No	Administrative Assistant
LICENSE APPEALS BOARD	Finance & Economy	Advisory Committees & Commissions	County Code	Chapter 7.12 of the Los Angeles County Code	Chief Executive Office	No	Appeals Officer & Assistant
LOCAL SUPPRESSION OF DRUG ABUSE IN SCHOOLS ADVISORY COMMITTEE	Public Safety	Advisory Committees & Commissions	State Code	Section 13862 of the Penal Code (for jurisdictions receiving funds from Suppression of Drug Abuse in Schools Program)	None.	No	
LOS ANGELES CITY-COUNTY NATIVE AMERICAN INDIAN COMMISSION	Human Services	Multi-Jurisdictional Agencies	County Code	Chapter 3.42 of the Los Angeles County Code	None.	Yes	Executive Director

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APPENDIX 4.

Commission	Subject Area	Commission Type	Enabling Authority	Authority Details	Associated County Department	Commission Staff?	Type of Staff / Staff Support
LOS ANGELES CONVENTION AND EXHIBITION CENTER AUTHORITY COMMISSION	Community & Economic Development	Joint Powers Authorities & Non-Profit Corporations	Ordinance	Joint Powers Agreement No. 11738 approved by the Board of Supervisors on November 29, 1966 with the City of Los Angeles and Ordinance No. 90-0086	None.	No	
LOS ANGELES COUNTY ARTS COMMISSION	Arts, Parks and Recreation	Advisory Committees & Commissions	County Code	Chapter 3.38 of the Los Angeles County Code	Executive Office	Yes	Executive Director + 22 staff members
LOS ANGELES COUNTY BEACH COMMISSION	Arts, Parks and Recreation	Advisory Committees & Commissions	Ordinance	Ordinance No. 2005-0056	Beaches and Harbor Department	No	Division Manager
LOS ANGELES COUNTY BOARD OF EDUCATION	Education	Advisory Committees & Commissions	State Code	Section 1000 et seq. of the Education Code	Education Department	No	
LOS ANGELES COUNTY CHILDREN AND FAMILIES FIRST-PROPOSITION 10 COMMISSION (aka FIRST 5 L.A.)	Children Services	Advisory Committees & Commissions	County Code	Chapter 3.72 of the Los Angeles County Code	First 5 L.A.	Yes	Executive Director & Staff (undetermined)
LOS ANGELES COUNTY CHILDREN'S PLANNING COUNCIL	Children Services	Advisory Committees & Commissions	Ordinance	Various ordinances. Last Ordinance #2003-0038	None.	Yes	President & CEO + 18 Staff Members
LOS ANGELES COUNTY CITIZEN'S ECONOMY AND EFFICIENCY COMMISSION	Labor & Government	Advisory Committees & Commissions	County Code	Chapter 3.16 of the Los Angeles County Code	Executive Office	Yes	Executive Director + 1 Staff member
LOS ANGELES COUNTY COMMISSION ON AGING	Aging & Elderly	Advisory Committees & Commissions	Board Order	Board Order No. 18 November 6, 2007	Community and Senior Services Department / Aging and Adult Services Branch	No	
LOS ANGELES COUNTY COMMISSION ON DISABILITIES	Disabilities	Advisory Committees & Commissions	County Code	Chapter 3.28 of the Los Angeles County Code	Executive Office / Commission Services Division	No	
LOS ANGELES COUNTY COMMISSION ON INSURANCE	Insurance	Advisory Committees & Commissions	Ordinance	Ordinance No. 2007-0012	Executive Office / Commission Services Division	No	
LOS ANGELES COUNTY COMMISSION ON LOCAL GOVERNMENTAL SERVICES	Labor & Government	Multi-Jurisdictional Agencies	Board Order	Board Order No. 11 of November 11, 2000	Executive Office / Commission Services Division	No	
LOS ANGELES COUNTY COMMUNITY ACTION BOARD	Family Services	Advisory Committees & Commissions	Board Order	Board Order No. 63 of February 4, 2003	Public Social Services Department	No	
LOS ANGELES COUNTY EMERGENCY MANAGEMENT COUNCIL	Public Safety	Advisory Committees & Commissions	County Code	Chapter 2.68 of the Los Angeles County Code	Chief Executive Office / Office of Emergency Management	No	

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LOS ANGELES COUNTY HEALTH FACILITIES AUTHORITY COMMISSION	Health	Joint Powers Authorities & Non-Profit Corporations	Joint Powers	Joint Powers Agreement No. 18948 approved by the Board of Supervisors on November 9, 1971.	Executive Office / Commission Services Division	No	
LOS ANGELES COUNTY HIGHWAY SAFETY COMMISSION	Transportation	Advisory Committees & Commissions	County Code	Chapter 15.16 of Los Angeles County Code	Public Works Department	No	Executive Officer
LOS ANGELES COUNTY HISTORICAL LANDMARKS AND RECORDS COMMISSION	Arts, Parks and Recreation	Advisory Committees & Commissions	County Code	Chapter 3.30 of the Los Angeles County Code and Amendment to Section 3.30.050 and Section 3.30.080	Executive Office / Commission Services Division	No	
LOS ANGELES COUNTY HOUSING COMMISSION	Community & Economic Development	Advisory Committees & Commissions	County Code	Chapter 2.75 of the Los Angeles County Code	Community Development Commission	No	Executive Director + Administrative Assistants
LOS ANGELES COUNTY MENTAL HEALTH COMMISSION	Health	Advisory Committees & Commissions	State Code	Section 5604-5606 et seq. of the Welfare and Institutions Code and Sections 2.87.060 and 2.87.070 of the Los Angeles County Code	Mental Health Department	No	Administrative Assistant
LOS ANGELES COUNTY SMALL BUSINESS COMMISSION	Community & Economic Development	Advisory Committees & Commissions	Board Order	Board Order No. 17 of August 17, 2004	Office of Small Business	No	Administrative Assistant
LOS ANGELES COUNTY SOLID WASTE MANAGEMENT COMMITTEE/INTEGRATED WASTE MANAGEMENT	Public Works	Miscellaneous Task Forces & Ad Hoc Committees	County Code	Chapter 3.67 of Los Angeles County Code	Public Works Department	No	
LOS ANGELES COUNTY STREET NAMING COMMITTEE	Public Works	Advisory Committees & Commissions	State Code	Sections 970.5 and 971 of the Streets and Highway Code	Regional Planning Department	No	Representatives from Public Works, Regional Planning, Fire Department, and Postal Service
LOS ANGELES COUNTY TASK FORCE ON CHILDREN AND YOUTH PHYSICAL FITNESS	Children Services	Other	Board Order	Board Order No. 3 of January 29, 2002	Public Health Department	No	
LOS ANGELES COUNTY TASK FORCE ON NUTRITION	Health	Miscellaneous Task Forces & Ad Hoc Committees	Board Order	Board Order No. 24 of April 3, 2007	Public Health Department	No	Administrative Assistant

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Commission	Subject Area	Commission Type	Enabling Authority	Authority Details	Associated County Department	Commission Staff?	Type of Staff / Staff Support
LOS ANGELES COUNTY VETERAN'S ADVISORY COMMISSION	Human Services	Advisory Committees & Commissions	County Code	Chapter 3.60 of the Los Angeles County Code	Military and Veteran Affairs Department	No	Administrative Assistant
LOS ANGELES COUNTY WORKFORCE INVESTMENT BOARD	Finance & Economy	Advisory Committees & Commissions	Federal Law	Section 117(a) of the Workforce Investment Act of 1998	Community and Senior Services Department	No	Analyst III
LOS ANGELES COUNTY-MARTIN LUTHER KING, JR GENERAL HOSPITAL AUTHORITY COMMISSION	Health	Joint Powers Authorities & Non-Profit Corporations	Joint Powers	Joint Powers Agreement No. 11671 approved by the Board of Supervisors on December 27, 1966. Amended by Joint Powers Agreement No. 11989 of May 7, 1974.	Executive Office / Commission Services Division	No	
LOS ANGELES SOLID WASTE AUTHORITY COMMISSION	Public Works	Multi-Jurisdictional Agencies	Board Order	Board Order No. 87 of March 27, 1990.	Public Works Department	No	
LOS ANGELS COUNTY HAZARDOUS WASTE MANAGEMENT ADVISORY COMMITTEE (HWMAC)	Public Works	Advisory Committees & Commissions	State Code	Section 25135.2 of Health and Safety Code	Public Works Department	No	
NARCOTICS AND DANGEROUS DRUGS COMMISSION	Public Safety	Advisory Committees & Commissions	State Code	Chapter 3.40 of the Los Angeles County Code; Section 5606.5 of the Welfare and Institutions Code; and Section 11964 of the Health and Safety Code.	Public Health Department / Alcohol and Drug Program Administration	No	Administrative Assistant
NORTH COUNTY TRANSPORTATION COALITION	Transportation	Multi-Jurisdictional Agencies	Board Order	Board Order No. 38 of October 31, 1995.	Board of Supervisors	No	
PARKS AND RECREATION COMMISSION	Arts, Parks and Recreation	Advisory Committees & Commissions	County Code	Chapter 3.46 of the Los Angeles County Code	Parks and Recreation Department	No	
PERSONAL ASSISTANCE SERVICES COUNCIL (PASC)	Human Services	Advisory Committees & Commissions	County Code	Chapter 3.45 of the Los Angeles Code	Public Social Services Department	No	Executive Director
POLICY ROUNDTABLE FOR CHILD CARE	Children Services	Advisory Committees & Commissions	County Code	Chapter 3.75 of Los Angeles County Code	Chief Executive Office / Office of Child Care	No	Director, Office of Child Care + 1 Staff
POLICY STEERING COMMITTEE FOR SOUTH BAY COMMUTER BUS SERVICE	Transportation	Multi-Jurisdictional Agencies	Board Order	Board Order No. 51 of December 12, 1989, Agreement No. 62488 and Board Order No. 7 of September 28, 1993.	None.	No	

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Commission	Subject Area	Commission Type	Enabling Authority	Authority Details	Associated County Department	Commission Staff?	Type of Staff / Staff Support
PROBATION COMMISSION	Public Safety	Advisory Committees & Commissions	State Code	Section 240 et seq. of the Welfare and Institutions Code	Probation Department	No	
PUBLIC HEALTH COMMISSION	Health	Advisory Committees & Commissions	County Code	Chapter 3.54 of the Los Angeles County Code	Health Services Department	No	Staff Liaison
QUALITY AND PRODUCTIVITY COMMISSION	Labor & Government	Advisory Committees & Commissions	County Code	Chapter 3.52 of the Los Angeles County Code	Chief Executive Office	Yes	Executive Director + 2 Staff members
REAL ESTATE MANAGEMENT COMMISSION	Community & Economic Development	Advisory Committees & Commissions	County Code	Chapter 3.58 of the Los Angeles County Code	Chief Executive Office / Real Estate Division	No	Division Chief
RISK MANAGEMENT ADVISORY COMMITTEE	Insurance	Advisory Committees & Commissions	Ordinance	Board Order No. 205 of August 27, 1974, July 27, 1990, Ordinance No. 90-0086, Board Order No. 11 of June 13, 1995 and Board Order No. 18 of June 6, 2000. Board Order No. 32 of June 15, 2004	Chief Executive Office / Risk Management Branch	No	unknown
SANTA MONICA MOUNTAINS CONSERVANCY ADVISORY COMMITTEE	Environment	Multi-Jurisdictional Agencies	State Code	Section 33213 et al. of the Public Resources Code	None.	No	
SMALL CRAFT HARBOR COMMISSION	Harbor	Advisory Committees & Commissions	County Code	Chapter 2.116 of the Los Angeles County Code	Beaches and Harbor Department	No	Division Chief
SMALL CRAFT HARBOR DESIGN CONTROL BOARD	Harbor	Advisory Committees & Commissions	County Code	Chapter 2.116 of the Los Angeles County Code	Beaches and Harbor Department	No	Planner
SOLID WASTE FACILITIES HEARING BOARD	Public Works	Advisory Committees & Commissions	State Code	Section 44800 et seq. of the Public Resources Code and Title 14 of the CA Code of Regulations	Public Health Department / Environmental Health Services Division / Solid Waste Management Program	No	unknown
SOUTHERN CALIFORNIA WATER COMMITTEE BOARD OF TRUSTEES (SCWC)	Public Works	Multi-Jurisdictional Agencies	Non-Profit	Non-Profit Public Benefit Corporation	None.	No	
SUPERVISORIAL DISTRICT BOUNDARY REVIEW COMMITTEE	Labor & Government	Advisory Committees & Commissions			Executive Office / Commission Services Division	No	
SYBIL BRAND COMMISSION FOR INSTITUTIONAL INSPECTIONS	Public Safety	Advisory Committees & Commissions	County Code	Chapter 2.82 of Los Angeles County Code	Executive Office / Commission Services Division	No	

Commission	Subject Area	Commission Type	Enabling Authority	Authority Details	Associated County Department	Commission Staff?	Type of Staff / Staff Support
TRAFFIC REDUCTION AND FREE FLOW INTERAGENCY COMMITTEE (TRAFFIC)	Transportation	Multi-Jurisdictional Agencies	Board Order	Board Order No. 85 of April 12, 1988.	Public Works Department	No	
TREASURY OVERSIGHT COMMITTEE	Finance & Economy	Advisory Committees & Commissions	Ordinance	Ordinance No. 96-0008	Treasurer and Tax Collector Department	No	Assistant Treasurer
WATER APPEALS BOARD	Public Works	Advisory Committees & Commissions	County Code	Chapter 20.12 of Los Angeles County Code, Title 20, Division 1	Public Works Department	No	Engineer

**Commission Vacancies
April 2008**

APPENDIX 5.

Supervisor	Commission	# of Vacancies
Molina	Accessibility Appeals Board	1
Burke	Accessibility Appeals Board	1
Yaroslavsky	Accessibility Appeals Board	1
	Total	3
Molina	Assessment Appeals Board	3
Yaroslavsky	Assessment Appeals Board	3
Knabe	Assessment Appeals Board	4
	Total	10
Yaroslavsky	Board of Examiners of Plumbers and Gas Fitters	1
	Total	1
Burke	Board of Governors of the County Arboreta and Botanic Gardens	1
Yaroslavsky	Board of Governors of the County Arboreta and Botanic Gardens	1
	Total	2
Burke	Board of Governors, Department of Museum of Natural History	1
	Total	1
Yaroslavsky	Building Board of Appeals	1
	Total	1
Molina	Child Support Advisory Board	2
	Total	2
Molina	Commission for Children and Families	1
	Total	1
Yaroslavsky	Commission for Women	2
	Total	2
Yaroslavsky	Commission on Alcoholism	2
	Total	2
Burke	Commission on Human Relations	1
	Total	1
Molina	Commission on Judicial Procedures	2
Yaroslavsky	Commission on Judicial Procedures	1
	Total	3
Yaroslavsky	Community Advisory Committee (Sunshine Canyon Landfill)	1
	Total	1
Molina	Consumer Affairs Advisory Commission	1
	Total	1
Molina	Developmental Disabilities Board (Area 10-LA)	1
Burke	Developmental Disabilities Board (Area 10-LA)	1
	Total	2
Molina	Engineering Geology and Soils Review and Appeals Board	1
	Total	1
Knabe	Fish and Game Commission	1
	Total	1
Yaroslavsky	Greater Los Angeles County Vector Control District	1
	Total	1
Molina	Hospitals and Health Care Delivery Commission	3
	Total	3
Burke	Independent Citizen's Oversight Committee Proposition E Special Tax	1
Yaroslavsky	Independent Citizen's Oversight Committee Proposition E Special Tax	1

**Commission Vacancies
April 2008**

APPENDIX 5.

Supervisor	Commission	# of Vacancies
	Total	2
Molina	Information Systems Commission	1
	Total	1
Molina	Los Angeles County Beach Commission	1
Yaroslavsky	Los Angeles County Beach Commission	2
	Total	3
Molina	Los Angeles County Citizen's Economy and Efficiency	2
Yaroslavsky	Los Angeles County Citizen's Economy and Efficiency	1
	Total	3
Molina	Los Angeles County Commission on Aging	2
Yaroslavsky	Los Angeles County Commission on Aging	1
Antonovich	Los Angeles County Commission on Aging	1
	Total	4
Molina	Los Angeles County Commission on Disabilities	2
Antonovich	Los Angeles County Commission on Disabilities	2
	Total	4
Molina	Los Angeles County Commission on Local Governmental Services	1
Yaroslavsky	Los Angeles County Commission on Local Governmental Services	1
	Total	2
Molina	Los Angeles County Courthouse Corporation	1
	Total	1
Knabe	Los Angeles County Hazardous Waste Management Advisory Committee	1
	Total	1
Molina	Los Angeles County Health Facilities Authority Commission	1
Knabe	Los Angeles County Health Facilities Authority Commission	1
Antonovich	Los Angeles County Health Facilities Authority Commission	1
	Total	3
Molina	Los Angeles County Small Business Commission	1
Yaroslavsky	Los Angeles County Small Business Commission	2
Antonovich	Los Angeles County Small Business Commission	1
	Total	4
Molina	Los Angeles County Workforce Investment Board	2
Yaroslavsky	Los Angeles County Workforce Investment Board	2
	Total	4
Burke	Los Angeles County-Martin Luther King Jr. General Hospital Authority Commission	5
	Total	5
Burke	Los Angeles Homeless Services Authority	1
	Total	1
Yaroslavsky	Narcotics and Dangerous Drugs Commission	1
Antonovich	Narcotics and Dangerous Drugs Commission	1
	Total	2
Antonovich	Newhall Ranch High Country Recreation and Conservation Authority	1
	Total	1
Molina	Personal Assistance Services Council (PASC)	1
Knabe	Personal Assistance Services Council (PASC)	1
	Total	2
Yaroslavsky	Quality and Productivity Commission	1

**Commission Vacancies
April 2008**

APPENDIX 5.

Supervisor	Commission	# of Vacancies
	Total	1
Yaroslavsky	Real Estate Management Commission	1
	Total	1
Knabe	Risk Management Advisory Committee	1
	Total	1
Molina	Sybil Brand Commission for Institutional Inspections	1
Yaroslavsky	Sybil Brand Commission for Institutional Inspections	2
	Total	3
Molina	Water Appeals Board	1
Yaroslavsky	Water Appeals Board	1
	Total	2
Burke	West Vector Control District Los Angeles County	1
Yaroslavsky	West Vector Control District Los Angeles County	2
	Total	3
	Total Number of Commissions: 42	93

APPENDIX 6.

County of San Diego, Board of Supervisors Policy A-74:
*Citizen Participation in County Boards, Commissions,
and Committees*

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Background

County government includes those standing and special citizen boards, commissions, committees and task forces formed to advise the Board of Supervisors and County staff on issues of policy and to serve as links to the community. County committees are created as a result of State and Federal legislation, agreements with public or private agencies, and local needs.

This Board Policy is outlined as follows:

A. DEFINITIONS

B. FORMATION OF NEW CITIZEN COMMITTEES

C. COMMITTEE AND COMMITTEE MEMBER RESPONSIBILITIES

D. APPOINTMENTS TO COMMITTEES/VACANCIES PROCESS

E. COMMITTEE POLICIES AND PROCEDURES

F. DEFENSE OF ADVISORY COMMITTEE

G. SUNSET REVIEW OF CITIZEN COMMITTEES

A. DEFINITIONS:

For the purpose of this policy, CITIZEN COMMITTEE will be defined as:

Any board, commission, committee, council, panel, team, task force, or other similar group which is established by the Board of Supervisors to obtain advice, make recommendations on issues of policy, to make decisions, or hear and decide appeals. Committees composed wholly of County employees or members of the Board of Supervisors are not included in this definition.

TASK FORCE will additionally be defined as:

A citizen committee established by the Board of Supervisors to provide a final written report to the Board of Supervisors making recommendations,

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providing information or advice on a specific issue. The committee is of short-term duration, and the final report shall contain a recommendation for dissolution of the Task Force once their designated task is completed.

B. FORMATION OF NEW CITIZEN COMMITTEES:

1. The Board of Supervisors shall have the authority to establish new standing and special committees. Citizen committees may create sub-committees to perform specific tasks.
2. When a new committee is proposed, the Chief Administrative Officer shall first review to determine if any currently constituted committee would be appropriate and capable of fulfilling the duties proposed for the new committee.
3. Citizen advisory committees shall be established by ordinance or resolution to insure the clear delineation of the committee parameters for future reference should it become necessary to provide defense or indemnification to the committee members. When a citizen committee is created, the establishing directive shall define the purpose, responsibility of the committee, the proposed composition of committee membership, identify the nominating and appointing authorities, designate the length of terms and organizational placement, and note if committee members will receive travel expenses or compensation. A sunset review date should be noted for committees; a sunset and final report date should be noted for task forces.
4. Board letters to establish new committees shall be docketed with the Clerk of the Board in accordance with Board Policy A-72.
5. Upon formal action of the Board of Supervisors to create a new committee, the Clerk of the Board shall post a public notice of new committee positions showing vacancies.

C. COMMITTEE AND COMMITTEE MEMBER RESPONSIBILITIES:

1. Upon appointment by the Board of Supervisors, the Clerk of the Board will send to the new appointee a certificate of appointment, a copy of this Board policy, a copy of County Counsel's memorandum describing laws generally applicable to citizen committee members, oath cards and any forms which the new appointee must file. It is the responsibility of the appointee to complete and file with the Clerk of the Board the oath cards and all other required forms prior to assuming

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office. It is the responsibility of the committee chairperson and staff to ensure that newly appointed members have filed all required forms with the Clerk of the Board and have received the orientation noted in Section E.5 of this policy, prior to assuming office.

2. Members of County citizen committees shall disclose to the Clerk of the Board of Supervisors in writing any outside employment or activity engaged in for compensation which relates to their County duties or to the functions and responsibilities of the County department or agency which they serve or which may be subject to approval by any County officer or employee. This does not apply to committees that are purely advisory in nature.
3. No member of an advisory committee shall make, participate in making, or in any way attempt to use his/her position as a member of a committee to influence a decision in which he/she knows or has reason to know that he/she has a financial interest, except in those cases where the member is appointed to represent an entity or group having a financial interest in a matter coming within the citizen committee's area of responsibility.
4. No person shall be appointed to or serve on a committee which participates in the making of County contracts in which such person is financially interested within the terms of Government Code section 1090 et seq. This prohibition is not applicable to persons with "remote interests" as defined in subdivision (b) of Government Code section 1091, provided that the person discloses the interest in accordance with subdivision (a) of Government Code section 1091 and the person does not influence or attempt to influence other committee members to act favorably in respect to the contract in which the person has a remote interest.
5. County citizen committees are charged with advising the Board of Supervisors on the policies the Board establishes to guide the various functions of the County, and on the established procedures by which such functions are performed. Unless specifically designated in their establishing authority, the advisory committees are not charged with advising the Chief Administrative Officer regarding the CAO's function and responsibility to carry out the Board's policy decisions. Recognizing that this delineation of administrative authority has been established in County Charter, Section 501.9 - Non-interference, Board Policy A-98, and Board Policy A-72, requests from advisory committees which will involve response from County management staff should be in writing and signed by the Chairperson of the advisory committee. Staff responses requiring less than four (4) hours to research, prepare and submit an answer to specific requests readily obtainable

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should be responded to in an expeditious manner by the office or department to which addressed or assigned. More involved requests shall be discussed by the Chief Administrative Officer with the Chairperson of the Board of Supervisors and if necessary the requestor, and docketed with the Board for its direction. If the Board directs the Chief Administrative Officer to respond to the request, the Chief Administrative Officer will assign the matter to the appropriate staff within the County organization and monitor its progress to assure complete, coordinated and timely response.

6. County Citizen Committees shall be subject to the provisions of Government Code section 1098 - Confidential information; use or disclosure for pecuniary gain.
7. Citizen Committee Statement - All departmental communications to the Board of Supervisors on new programs, program changes, contractual actions and requests for proposals (RFP's) where review of such contracts or RFP's is required under the establishing authority of the citizen committee, or significant information about existing programs shall include a citizen committee statement of its comments and recommendations. Proposals initiated by the Chief Administrative Office shall not be required to have a citizen committee statement, but may seek input from the various advisory groups as deemed necessary.
8. Budget Review - Citizen committees having budget review responsibilities as a specific requirement of their establishing authority shall review the annual departmental budget and provide timely written comments to the Board of Supervisors prior to the public budget hearings.
9. Minutes - All citizen committee meeting minutes shall be filed with the Clerk of the Board of Supervisors for the Communications Received for the Board of Supervisors Official Records. Copies of the minutes shall be sent to each member of the Board of Supervisors by the committee staff.
10. Changes to Membership - The office of the Clerk of the Board of Supervisors shall be advised in writing of any changes to the membership, such as resignations, etc.
11. Travel Expenses - Members of designated citizen committees shall be paid reasonable travel expenses for actual travel to and from their usual place of business to any citizen committee meeting place of which they are a member and

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which is within the County. Members will be reimbursed at the mileage rate established in Section 472.2 of the Administrative Code.

12. Legislation - County citizen committees are created to advise the Board of Supervisors - not the Legislature or Congress, with the exception of those citizen committees which have been specifically mandated to advise other legislators under the government codes or laws establishing them. When a County citizen committee wishes to make a recommendation on pending legislation to a legislative body other than the San Diego County Board of Supervisors, the committee shall submit recommendations or positions on legislation to the Department Head. The Department Head shall submit the committee recommendations to the Office of Strategy and Intergovernmental Affairs, noting the departmental position, relative to the Committee recommendations. The Office of Strategy and Intergovernmental Affairs shall place the committee and its recommendation on the next Board of Supervisors agenda.

If the Board does not agree with the committee and will not forward the recommendations to the appropriate legislative body, the committee members may, as individual citizens, contact the legislative body recommending certain actions. Transmittal of recommendations on County letterhead without prior Board approval violates the intent of Board Policy M-2 (Legislative Advocacy). The exception being those citizen committees which have been specifically mandated to advise other legislators under the government codes or laws establishing them. These citizen committees may forward their recommendations per the requirements of their mandate.

13. Evaluation and Sunset Review - A sunset evaluation will occur on a scheduled basis to determine effectiveness of committees and the need for their continued existence. The Committee will be asked to provide data on costs, benefits, committee composition and other committee information.

D. APPOINTMENTS TO COMMITTEES/VACANCIES PROCESS:

1. General Provisions:

- a. The nominating and appointing authorities in selecting appointees to citizen committees shall seek members that have an interest, necessary expertise, time available for service, and who are representative of the County population.

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- b. Membership on a County citizen committee shall be limited to two consecutive terms. For the purpose of this limitation, a term shall include any appointments to fill a vacancy for one-half or more of a term. Members of a citizen committee whose terms have expired shall continue to serve until such time as they are either replaced or reappointed.
- c. The Clerk of the Board shall file a monthly status report of all vacancies on County citizen committees appointed by the Board of Supervisors with each member of the Board and shall post a copy in the Clerk's office.
- d. Upon the establishment of a new committee by the Board of Supervisors or receipt of a written notice of an unscheduled vacancy on a citizen committee, whether due to resignation, death, termination or other causes, the Clerk of the Board of Supervisors shall officially post said vacancies for public review.
- e. All unscheduled vacancies on citizen committees appointed by the Board of Supervisors shall be publicly posted in the Clerk's office and other designated locations within 20 days after the vacancy occurs and no appointment shall be made to the position for 10 working days after posting, except on an acting basis in any emergency. New committees become unscheduled vacancies. On or before December 31st of each year, an appointments list shall be prepared by the Clerk of the Board of Supervisors and made available to the public for a reasonable fee.
- f. Members of the public interested in serving on a County Board, Commission or Committee shall complete an application and forward to the Clerk of the Board for filing. Applications shall be maintained for a period of one year. After one year, it is necessary to file a new application for another year of eligibility.
- g. The Clerk of the Board of Supervisors shall place nominations for committee appointments on the regular agenda, listing all supervisorial nominations by Supervisorial District on the Administrative Agenda.

2. Nominations by Supervisors/Chairperson:

- a. The Supervisor's office shall provide a letter of nomination to the Clerk of the Board.

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- b. For appointments made by the Chairperson, the Chairperson's office shall provide a letter of nomination to the Clerk of the Board.
- c. The Clerk shall review to ensure that the nomination meets appointing requirements and all appropriate postings have been conformed to, and shall place on the next agenda on the appointments Board letter.

3. Nominations by the Full Board:

- a. The Chairperson shall request nominations from the other Supervisors, indicating a closing date for receipt of their nominations.
- b. The Chairperson shall consider all nominations and provide a letter of nomination to the Clerk of the Board.
- c. The Clerk shall review to ensure that the nomination meets appointing requirements and all appropriate postings have been conformed to, and shall place on the next agenda on the appointments Board letter.

4. Nominations by Other Agencies or Advisory Boards:

- a. The agency or advisory board shall provide a letter of nomination to the Clerk of the Board.
- b. The Clerk shall review to ensure that the nomination meets appointment requirements and all appropriate postings have been conformed to, and shall place on the next agenda on the appointments Board letter.

E. ADVISORY COMMITTEE POLICIES AND PROCEDURES:

1. Governing Rules

Conduct and operation of citizen advisory committees is governed by this policy, and the establishing authority for the committee as well as Standing Rules of Order or By-laws adopted by the committee and approved by the Board of Supervisors. Standing Rules or By-laws supplement this and other policies and authorities but do not supersede it in any manner.

Citizen advisory committees are advisors to County departments, the Chief Administrative Officer, and the Board of Supervisors only. Such committees are

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not empowered by establishing authority, ordinance, or policy to render decisions of any kind on behalf of the County of San Diego or its appointed or elected officials.

No advisory committee or any member thereof shall request any group or person to make contribution of money, goods, services or any other things of value to the committee, community, or any person or organization within the community as a condition of receiving the favorable vote of the committee member.

2. Citizen Advisory Committee Meetings

All meetings of citizen advisory committees shall be open to the public to the extent required by the Ralph M. Brown Act. Meetings shall be held in an accessible public place in accordance with the Ralph M. Brown Act. Agenda notices of all committee meetings shall be posted in a publicly accessible area for a period of 72 hours prior to the meeting (Special meetings require 24 hours notice). In addition, notices will be sent to the County to anyone requesting them. A fee may be charged for sending such notices.

Subcommittees may be formed to work on advisory committee business. All interested citizens are invited and urged to participate in subcommittee functions and upon appointment by the advisory committee chairperson may become voting members of the subcommittee. However, at the advisory committee meetings, only advisory committee members are eligible to vote. Secret meetings or secret ballots of the advisory committee or its subcommittees are expressly prohibited.

3. Political Activity:

The advisory committee will not endorse, support or oppose any political activity or candidate for elective offices or any ballot measure.

4. Goals for Citizen Advisory Committees:

Each advisory committee will prepare goals and timetables for the completion of those goals for acceptance by the Board of Supervisors. These goals shall be reflective of the advisory committee duties and responsibilities and their interaction with County departments and the Chief Administrative Officer.

5. Orientation:

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Each advisory committee will prepare an orientation for new members which includes:

- a. A copy of this Board Policy.
- b. Copies of laws, regulations, administrative codes, and/or other applicable Board policies pertaining to the operation of County advisory committees in general, and the advisory committee specifically, including establishing authority, by-laws, and plans and goals of the committee.
- c. A copy of County Counsel's memorandum regarding duties and responsibilities, the requirements of the Ralph M. Brown Act, open meetings, conflict of interest, political practices and defense and indemnification criteria and procedures as they pertain to advisory committees;
- d. Copies of the last three (3) committee minutes and recent reports prepared for committee review;
- e. Information regarding the subcommittee activities for the committee, such as descriptions of subcommittees, list of subcommittee members, or other pertinent materials; and
- f. A list of all current committee members, and their appointing authority, and County staff which regularly interacts or presents to the advisory committee.

This orientation shall be provided by the Chairperson or designee to new committee members prior to being seated as a member.

6. By-laws of Citizen Advisory Committees:

Each advisory committee will prepare By-laws, which must be approved by County Counsel and accepted by the Board of Supervisors.

By-laws of advisory committees shall contain the following sections and information (exceptions may be made to cover unique situations).

Article 1 - Purpose and Authority

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Section A - Indicate the establishing authority for the committee such as State Code, Ordinance, (County Administrative Code Article, Section), Board Resolution dated, Board Order dated, or Joint Powers Agreement dated.

Section B - The purpose of the group as set forth in the establishing authority or reference the section of the Administrative Code.

Section C - The advisory committee is a non-partisan, non-sectarian, non-profit making organization. It does not take part officially in, nor does it lend its influence to any political issues.

Section D - Advisory committees are advisory to <list department(s)>, the Chief Administrative Officer and the Board of Supervisors only. The advisory committee is not empowered by ordinance, establishing authority or policy to render a decision of any kind on behalf of the County of San Diego or its appointed or elected officials.

Article 2 - Membership and Term of Office

Section A - Membership as set forth in the establishing authority or by referencing the Administrative Code Section.

Section B - The advisory committee is limited to <number> members in accordance with the establishing authority.

Section C - Term of office as set forth in the establishing authority.

Section D - Method for filling vacancies as set forth in the establishing authority.

Article 3 - Duties

Outline the duties of the advisory committee as set forth in the establishing authority, or by referencing the Administrative Code Section.

Article 4 - Officers

Section A - The election of officers is a responsibility of the advisory committee membership and is governed in accordance with the establishing authority. If not addressed in the establishing authority, the following Sections B through F are in

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force.

Section B - The advisory committee annually elects from its members the following officers: Chairperson and Vice-Chairperson (Co-officers may be elected, if deemed necessary). A Secretary may be elected if none is otherwise available to the advisory committee.

Section C - If an office is vacated, the Chairperson will temporarily appoint a member of the advisory committee to fill the vacancy until a new officer is elected. Such election shall be held within 30 days of the vacancy.

Section D - The Chairperson provides general supervisory guidance to the advisory committee and presides over its meetings. The Chairperson assigns coordinating duties to the Vice Chairperson as necessary. The Chairperson is the sole official spokesperson for the advisory committee unless this responsibility is delegated in writing.

Section E - In the absence of the Chairperson, the Vice Chairperson assumes the duties and responsibilities of that office.

Section F - The Secretary, or assigned staff, records the minutes of all advisory committee meetings and handles committee correspondence. The Secretary keeps the roll, certifies the presence of a quorum, maintains a list of all active representatives, and keeps records of actions as they occur at each meeting. It is the responsibility of the County staff assigned to the advisory committee to assure that posting of meeting notices in a publicly accessible place for 72 hours prior to the committee meeting occurs, to keep a record of such posting, and to reproduce and distribute the advisory committee notices and minutes of all meetings.

Article 5 - Subcommittees

Section A - If formation of subcommittees is not addressed in the advisory committee establishing authority, then the following Sections II through V are in force.

Section B - The advisory committee may select from its membership, subcommittee chairpersons and/or members to direct studies, conduct research or make recommendations on committee activities.

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Section C - The purpose and scope of each subcommittee shall be outlined in writing.

Section D - Each subcommittee chairperson shall be responsible for the keeping of records of all actions and reports of the subcommittee, and shall submit these actions and reports to the advisory committee on a regular basis. A subcommittee chairperson shall not act as spokesperson for the advisory committee unless authorized to do so in writing as set forth in Article 4, Section D, of these By-laws.

Section E - A coordinating committee comprised of the chairpersons of the subcommittees may be formed to assemble information from each subcommittee for presentation to the advisory committee. The Chairperson or Vice-Chairperson shall act as the chairperson of the coordinating committee.

Article 6 - Organization Procedures

Section A - Robert's Rules of Order govern the operation of the advisory committee in all cases not covered by these by-laws. The advisory committee may formulate specific procedural rules of order to govern the conduct of its meetings.

Section B - Any group voting is on the basis of one vote per person and no proxy, telephone or absentee voting is permitted.

Section C - All meetings of the advisory committee and its subcommittee are open to the public to the extent required by the Ralph M. Brown Act. Meetings are to be held in accessible, public places. Notice of all advisory committee meetings shall be posted in a publicly accessible place for a period of 72 hours prior to the meeting (Special meetings require 24 hour notice). In addition, such notice will be mailed on request.

Section D - If a quorum is not defined by the establishing authority, a majority of the members currently appointed shall constitute a quorum. No vote of advisory committee shall be considered as reflecting an official position of the advisory committee unless passed by a majority of its quorum present at the specific meeting where the vote was taken.

F. DEFENSE OF ADVISORY COMMITTEE:

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1. Committee members qualifying as employees or servants of San Diego County:

The members of citizen advisory committees qualify as employees or servants of the County of San Diego, if they meet the following criteria.

- A. The advisory committee was established by an ordinance, resolution or other order of the Board of Supervisors.
- B. The membership of the advisory committee is identifiable.
- C. The member was appointed as a representative of the County by the Board of Supervisors; or the member was appointed pursuant to an ordinance, resolution or order of the Board of Supervisors which provides for his/her appointment by some other County official or other person or entity
- D. The powers, duties, purposes or functions are established by the Board of Supervisors or under the authority of the Board of Supervisors.
- E. The powers, duties, purposes or functions require the member to perform specified services for the County, such as representing the County or investigating, examining, reporting and recommending on issues to the County, and these powers and duties place them under the control of the Board of Supervisors, or someone delegated by the Board of Supervisors, or if the services are not specified, the Board of Supervisors or a County official designated by the Board of Supervisors can direct them to provide a specific purpose for the County.
- F. Sub-committees of the citizen advisory committees will not be covered for defense and indemnification as a general rule. Those advisory committees requesting such coverage for specific sub-committees will request this by Board letter, accompanied by by-laws revisions which designate the sub-committees in question as standing sub-committees, stipulate the membership, and the scope of the responsibilities of such sub-committees. On Board action, these sub-committees shall then be covered under this Board Policy for defense and indemnification.

A member of an advisory committee shall be entitled to defense and indemnification in civil actions brought against that member for injury resulting from acts or omissions within the scope of employment, to the same extent as authorized for County employees.

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2. Indemnification Policy:

It is the policy of the Board of Supervisors:

- A. To defend and indemnify, in the manner authorized for defense and indemnification of County employees under Division 3.6 (commencing at Section 810) of Title I of the Government Code, any member of a County citizen advisory committee meeting the criteria set forth above, against any claim or injury resulting from acts or omissions within the scope of employment, if in addition the following circumstances exist:
1. The alleged act or omission occurred during a lawful meeting of the recognized citizen advisory committee or at a lawful meeting of a sub-committee appointed by the citizen advisory committee at a lawful meeting and required to report action back to the citizen advisory committee at a lawful meeting.
 2. The alleged act or omission was within the reasonable scope of duties of the citizen advisory committee as described within the establishing authority for that citizen advisory committee including this Board Policy and was not in violation of any of the provisions of the establishing authority, this policy, or the regularly adopted by-laws of the citizen advisory committee.
 3. The member has reviewed the orientation materials noted in Section E.5 of this policy prior to the alleged act or omission.
 4. The member has made a request in writing to County Counsel for defense and indemnification within five (5) working days of having been served with legal papers.
 5. The member has performed his/her duties in good faith with such care, including reasonable inquiry, as an ordinarily prudent person in a like position would use under similar circumstances.

It should be recognized that, under Division 3.6 (commencing at Section 810) of Title 1 of the Government Code, and as authorized therein, among other things, the County of San Diego may decline to represent a

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member of a citizen advisory committee who would otherwise be entitled to defense and indemnification under this policy if:

6. The member does not reasonably cooperate in good faith with County Counsel in the defense of the claim for action.
7. The members acted or failed to act because of fraud, corruption, actual malice or bad faith.
8. The member is part of an advisory committee which does not meet the criteria for qualification as a "public employee."

B. In the event County Counsel determines that a member of a citizen advisory committee is not entitled to or should not receive a defense and indemnification under this policy, the County Counsel will promptly advise the citizen advisory group member and either the Supervisor who nominated the member for appointment or the Chairperson of the Board and the Supervisors in whose district the member resides, if the member was nominated/appointed by other than a member of the Board of Supervisors. It will be the responsibility of the Supervisor to bring the matter before the Board for further consideration.

C. Nothing in this policy authorizes the County of San Diego:

1. To pay any part of a claim or judgement as is for punitive or exemplary damages.
2. To take any action not authorized by law.

D. This policy applies only to County citizen advisory committees authorized and/or recognized by the Board of Supervisors, and under this Board Policy, and to County of San Diego representatives on citizen advisory committees for other jurisdictions.

G. SUNSET REVIEW OF CITIZEN COMMITTEES:

1. Sunset Reviews:

Sunset review dates shall be applied to all citizen advisory committees which are formed by the Board of Supervisors by Federal or State mandate, County

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Ordinance, Joint Powers Agreement, Regulatory Code, Board Order or Action, or Board Resolution.

2. Exceptions:

Those advisory committees, such as Task Forces, where a discontinuance date is included in the establishing authority, and this date is within four (4) calendar years of the establishment of such a committee, shall not be subject to sunset review under this policy.

3. Schedule of Sunset Reviews:

Each fiscal year, the Clerk of the Board shall schedule one fourth of the active advisory committees for review.

4. Sunset Review Process:

- a. The Clerk of the Board shall notify committees scheduled for review by July 1.
- b. The citizen advisory committee shall, by December 1 of that same year, review establishing ordinance, policy, or resolution as scheduled; develop recommendations for continuance, deletion or revisions and provide a written report to the Clerk of the Board of Supervisors. This shall include an evaluation of the committee's level of involvement in County programs relative to the duties and responsibilities defined in their establishing authority, actions accomplished or completed on issues assigned to the committee by the Board of Supervisors, and/or status of goals set by the committee; the justification for continuance (if recommended), with appropriate goals and timetables for the term on continuance; a budget analysis of the County cost and the benefit to the County of the committee; citation of the appropriate government codes mandating the committee and its activities (where applicable), and develop an ordinance establishing the committee within the County Administrative Code in those cases where the committee is not currently a part of the Administrative Code.
- c. The Clerk of the Board will package all committee responses and provide copies to each member of the Board, the Chief Administrative Officer and Communications Received for Board of Supervisors Official Records.

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- d. The Chief Administrative Officer will review committee responses, receive input from appropriate departments and agencies and docket CAO recommended changes for the Board of Supervisors consideration before or during the next scheduled budget deliberations.

Sunset Date: This policy will be reviewed for continuance by 12-31-2011.

Previous Board Action: This policy is a consolidation of previous Board Policies A-74, A-74a, A-74b, A-74c, A-74d, A-74e, and A-74f.

CAO Reference:

Clerk of the Board of Supervisors

1. Chief Administrative Officer
2. County Counsel

BOARD ACTION:

12/8/98 (24)

05/11/04 (04)

Appendix 7.

**City and County of San Francisco, Posting of Annual
Reports Ordinance 14-03, 1/13/03.**

[Requiring that departments, board and commissions publish annual reports electronically and restricting hard copy publication of annual reports.]

Ordinance amending Administrative Code Sections 1.56 and 8.16 to require that department heads, boards and commissions post annual reports on the City's website, and prohibiting departments, boards and commissions from publishing hard copies of such reports without approval of the Board of Supervisors; requiring City officials and employees to print a copy of an annual report from the City website when requested to do so by a member of the public.

Note: Additions are *single-underline italics Times New Roman*;
deletions are *strikethrough italics Times New Roman*.
Board amendment additions are double underlined.
Board amendment deletions are ~~strikethrough normal~~.

Be it ordained by the People of the City and County of San Francisco:

Section 1. The San Francisco Administrative Code is hereby amended by amending Section 1.56, to read as follows:

Sec. 1.56. ANNUAL REPORTS.

(a) Every board or commission of the City and County shall prepare an annual report describing its activities as part of the Annual Statement of Purpose required under Charter Section 4.102(2). The report shall contain a general summary of the department's services and programs presented in terms and format accessible to the average citizen, and any highlights and achievements of the prior year that the department wishes to include.

(b) Boards, commissions and department heads required to prepare annual reports pursuant to this Section or Section 2A.30 shall post the reports on the City's official website, and transmit the Uniform Resource Locator (URL) for each report to the Documents Department of the San

1 San Francisco Public Library within 10 days of final approval of the report. The Documents Department
2 shall maintain a directory of the URLs for posted reports.

3 (c) Where no date is otherwise specified by law, each board, commission or
4 department head required to prepare an annual report pursuant to this Section or Section 2A.30 shall
5 inform the Clerk of the Board of Supervisors in writing of the date by which the board, commission or
6 department head shall annually post the report.

7 (d) No board, commission or department head may authorize the expenditure of City
8 funds for the purpose of procuring the printing of an annual report without prior approval of the Board
9 of Supervisors. Where a board, commission or department head proposes to cause an annual report to
10 be printed, the board, commission or department head shall submit a written request to the Board of
11 Supervisors explaining the need for a printed report and the projected cost of printing. The Board of
12 Supervisors may approve or deny the request by resolution. Nothing in this paragraph is intended to
13 prohibit any City official or employee from printing a copy of an annual report from the City website,
14 or to prohibit a board, commission or department head from retaining hard copies of an annual report
15 pursuant to a record retention policy. City Department officials or employees, including City Library
16 employees, shall print, or assist in arranging for, the prompt printing of a copy of an annual report from
17 the City website when requested to do so by a member of the public.

18 Section 2. The San Francisco Administrative Code is hereby amended by amending
19 Section 8.16, to read as follows:

20 **SEC. 8.16. FILING OF ANNUAL REPORTS AND OFFICIAL DOCUMENTS WITH**
21 **SAN FRANCISCO PUBLIC LIBRARY.**

22 It shall be the duty of every official, board, commission or department, who or
23 which publishes an annual report or other official published documents in hard copy, relative to
24 the affairs under his or her or its control or related to his or her or its functions, to file at least
25 two copies thereof with the Documents Department of the San Francisco Public Library within

1 10 days after publication of each such report or document. For annual reports posted on the
2 City's website in accordance with Administrative Code Section 1.56, or other documents that are
3 posted electronically, but not printed, posting the document and transmitting the Uniform Resource
4 Location (URL) of the document to the Documents Department within 10 day after final approval of the
5 report or other document shall constitute compliance with this paragraph.

6 Further, it shall be the duty of the secretary or other executive officer of each
7 board, commission or committee thereof, to file with the Documents Department two copies of
8 the agenda of each regularly scheduled meeting of such board, commission or committee
9 thereof, at least 72 hours prior to the time of such meeting. For special meetings of boards,
10 commissions or committees, the agenda shall be filed with the Documents Department not
11 less than 24 hours prior to the meeting. In addition, such secretary shall file with the
12 Documents Department two copies of the minutes of the action taken at any meeting of such
13 board, commission or committee thereof within 10 days of the date of such meeting. Any
14 corrections, additions or amendments to said minutes shall be filed with the Documents
15 Department within five working days after the date of any such correction, addition or
16 amendment. The Documents Department shall retain such copies of agendas and minutes
17 for a minimum period of 90 days.

18 The City Librarian shall designate a place in the central public library, accessible to the
19 public, for the posting of agenda filed with the City Library pursuant to this Section. The City
20 Librarian shall cause such agenda to be posted immediately upon receipt.

21 The reports or documents required to be filed pursuant to the provisions of this
22 Section shall be made available by the Documents Department for reference thereto by the
23 People of the City and County.

24 Any violation of the provisions of this Section on the part of any elective officer
25 or any member of any board or commission shall be deemed to be official misconduct and

1 any violation of the provisions of this Section on the part of any employee shall be deemed to
2 be inattention to duties and considered cause for suspension or dismissal from service.

3 The provisions of this Section shall be deemed directory only. Failure to comply with
4 the provisions of this Section shall not provide a basis for invalidating any action taken.

5
6 APPROVED AS TO FORM:
DENNIS J. HERRERA, City Attorney

7
8 By: *See File for Signature*
DAVID A. GREENBURG
9 Deputy City Attorney



City and County of San Francisco

City Hall
1 Dr. Carlton B. Goodlett Place
San Francisco, CA 94102-4689

Tails

Ordinance

File Number: 021815

Date Passed:

Ordinance amending Administrative Code Sections 1.56 and 8.16 to require that department heads, boards and commissions post annual reports on the City's website, and prohibiting departments, boards and commissions from publishing hard copies of such reports without approval of the Board of Supervisors.

January 13, 2003 Board of Supervisors — PASSED ON FIRST READING AS AMENDED

Ayes: 9 - Ammiano, Daly, Dufty, Gonzalez, Hall, Ma, Maxwell, Peskin, Sandoval

Noes: 2 - McGoldrick, Newsom

January 21, 2003 Board of Supervisors — FINALLY PASSED

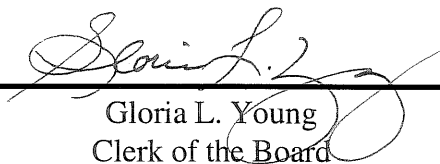
Ayes: 8 - Ammiano, Daly, Dufty, Gonzalez, Hall, Ma, Peskin, Sandoval

Noes: 2 - Maxwell, McGoldrick

Absent: 1 - Newsom

File No. 021815

I hereby certify that the foregoing Ordinance
was FINALLY PASSED on January 21, 2003
by the Board of Supervisors of the City and
County of San Francisco.

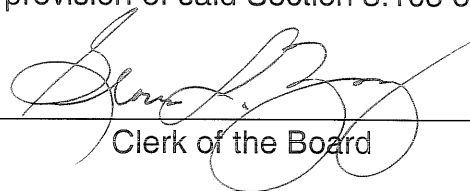

Gloria L. Young
Clerk of the Board

Date Approved

Mayor Willie L. Brown Jr.

Date: January 31, 2003

I hereby certify that the foregoing ordinance, not being signed by the Mayor
within the time limit as set forth in Section 3.103 of the Charter, became effective
without his approval in accordance with the provision of said Section 3.103 of the
Charter.


Clerk of the Board

File No.
021815